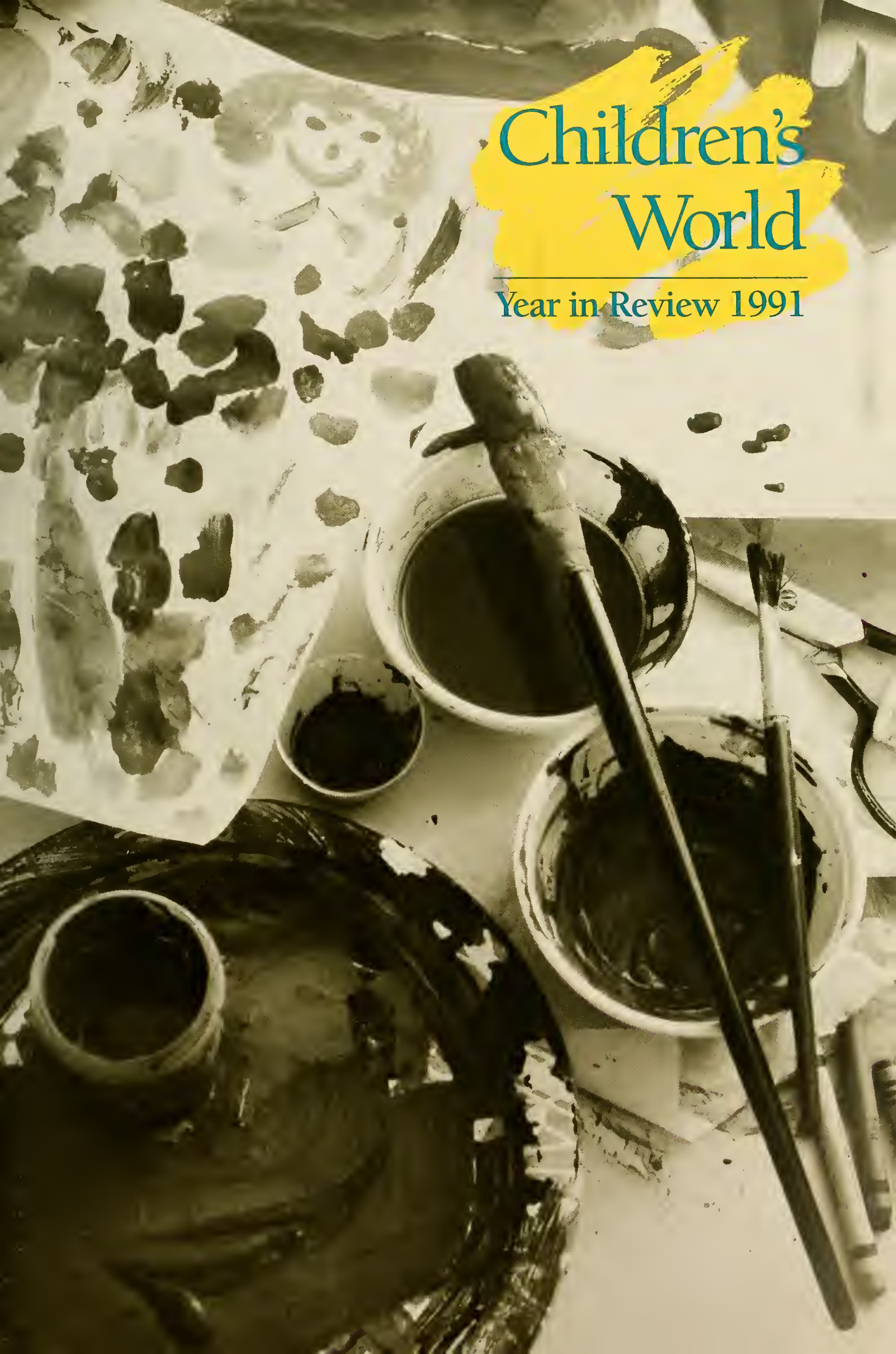


Children's World

Year in Review 1991

Contents

Message from the President 2
Special Report: A Discussion with George H. Kidder, Children's Chairman 4
1991 Activities and Accomplishments 8
Statistical and Financial Report 30
People and Departments 34

President:
David S. Weiner

Chairman of the Board:
George H. Kidder

Children's World is published by the Office of Public Affairs

Vice President for Development and Public Affairs:
Anne Malone

Director of Public Affairs:
Peggy Slasman

Editor:
Saira Moini

Year in Review

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT NO. 29971 BOSTON, MA

Postage will be paid by addressee

Children's Hospital
300 Longwood Avenue
Boston, MA 02115-9810

Contents

Message from the President 2

Special Report: A Discussion with George H. Kidder, Children's Chairman 4

1991 Activities and Accomplishments 8

Statistical and Financial Report 30

People and Departments 34

Enclosed is a gift of $_____ to Children's Hospital for (CW1)

☐ unrestricted use; ☐ restricted use in support of:

___ general research

___ other _____

Name _____ ( ) _____

Phone

Street _____

City _____ State _____ Zip

Please send information about:

☐ naming opportunities in the hospital and research laboratories

☐ putting Children's Hospital in my will

☐ gifts that return income to donors

Please make checks payable to Children's Hospital. Your contribution is tax deductible to the extent provided by law.

President:
David S. Weiner

Chairman of the Board:
George H. Kidder

Children's World is published by the Office of Public Affairs

Vice President for Development and Public Affairs:
Anne Malone

Director of Public Affairs:
Peggy Slasman

Editor:
Saira Moini

Year in Review

Message from the President

David S. Weiner

Several months ago, I received a letter from a father whose daughter had undergone surgery at Children's. He wrote to express thanks for the care his family had received. In three single-spaced pages he described the unhurried and reassuring meetings with the nurses, physicians, and therapists who cared for his child. He praised the preadmission orientation program and the diverse support activities offered to patients. He applauded the accommodations and services for parents, and he complimented the cafeteria and its staff, the parking attendants, and the people who sold him parking vouchers.

"This is not a common healing facility," he wrote. "One gets assaulted with massive quantities of quality and competence just by being here." He summed up his experience by saying that what separates Children's from other health care facilities is its incredible attention to detail.

While I have the pleasure of receiving many notes from families — some critical but the vast majority laudatory — I was struck by the depth of this particular letter. It so eloquently speaks to the network of caregivers and support staff who are the heart and soul of Children's.

Those who work in this institution are driven by a desire to exceed expectations. At Children's, the extraordinary is commonplace. Since its founding in 1869, people at Children's have indeed accomplished the extraordinary. The pages of this publication are filled with the achievements and highlights that marked 1991.

One such highlight was the recognition bestowed upon Mary Ellen Avery, M.D., senior associate in Newborn Medicine and physician-in-chief emeritus, who received the National Medal of Science at a White House ceremony in September. She was honored for her work identifying the cause of respiratory distress syndrome and paving the way for the development of surfactant replacement therapy, a treatment that has saved the lives of thousands of premature infants.

In addition, Stephen G. Harrison, Ph.D., and Don C. Wiley, Ph.D., both research associates in Medicine, and Stuart H. Orkin, M.D., senior associate in the Division of Hematology/Oncology, were named to the National Academy of Sciences for their achievements in original research. John A. Kirkpatrick Jr., M.D., radiologist-in-chief, and Fred S. Rosen, M.D., senior associate in Immunology,

were elected to the Institute of Medicine for their contributions to medicine and health.

The expertise and reputation of Children's outstanding medical staff for years has attracted families to the hospital and has instilled a sense of confidence among pediatricians throughout New England who refer their patients to Children's specialists. When they arrive, children and families can usually feel the quality and compassion that are ingrained in all aspects of life at Children's Hospital. Response from our patient satisfaction surveys consistently points to the excellent and sensitive nursing care as one of the most significant factors contributing to a positive hospital experience.

Other members of the health care team — physical and occupational therapists, technicians, social workers, activity therapists — help create a warm and supportive environment that enhances the healing process. In a similar way, those who work behind the scenes maintaining information systems, analyzing laboratory specimens, hiring personnel, preparing meals, sterilizing equipment, and scheduling appointments all share a commitment to quality and service. In every corner of this institution, people are working in their individual ways to achieve the collective goal of making sick children well.

One illustration of the collective spirit and dedication of the hospital's work force was the preparation for the 1991 visit from the Joint Commission on Accreditation of Healthcare Organizations. Long before the survey team arrived for its fall visit, people throughout Children's were taking a hard look at their functions, carefully assessing policies, procedures, and practices to ensure they were not only meeting, but exceeding, the standards of quality set forth by the Joint Commission. In December 1991, Children's received notification that it had been granted a new three-year accreditation.

Maintaining this consistently high level of quality is expensive. As we operate in an environment in which state and federal funding is increasingly threatened, we embrace our responsibility to preserve access to health care for all children in need. Our ability to provide such care depends in large part upon the reimbursement we receive. Throughout 1991, we lived with the uncertainties about what kind of reimbursement system would succeed Chapter 23, which expired in September 1991. Administrators, nurses, and medical staff from Children's worked diligently throughout the fall and winter to ensure that Massachusetts legislators understood the special needs and complexities associated with providing tertiary services to a pediatric patient population. And this time and effort paid off.

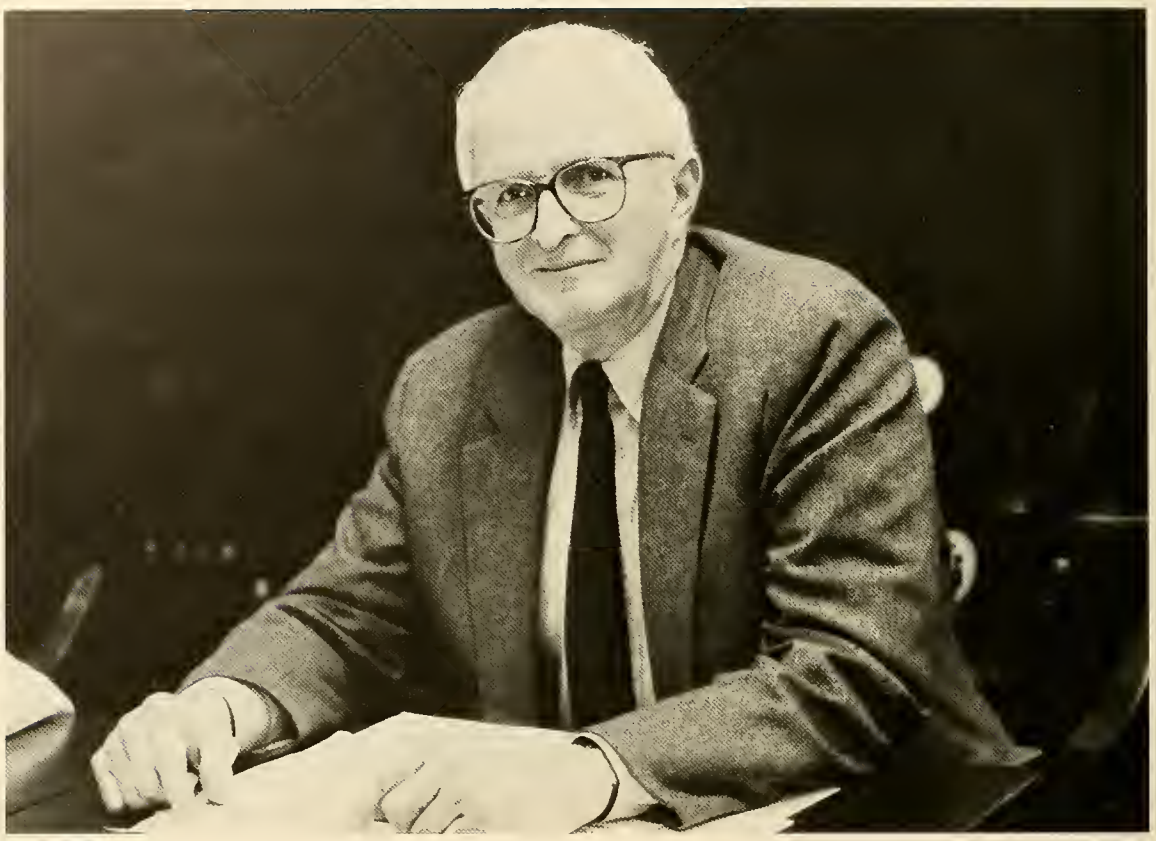
In December 1991, Gov. William Weld signed into law a new health care reimbursement system that moves the commonwealth from a regulatory approach to one that supports open marketplace competition and calls for each hospital to contract individually with third-party payors. Included in this legislation was a provision that established a two-year transition period during which price caps and revenue limitations are imposed to help control costs while the competitive system settles in. Fortunately, the law recognizes Children's as a specialty hospital, exempting it from these price caps and revenue limitations. Achieving such recognition was an important step toward ensuring the institution's continued ability to deliver a wide range of high-quality services. At the same time, we remain well aware of the public's concern about the high cost of health care, and it is incumbent that we examine every aspect of our operations to find new, more efficient, and less expensive ways of providing the best possible care.

Another change marking the end of 1991 was the transition of leadership on Children's Board of Trustees. In December, George H. Kidder became chairman of the board, succeeding the Honorable John P. LaWare. Since joining the board more than a decade ago, John has remained committed to maintaining the hospital's preeminence in pediatrics, supporting the hospital through some challenging times. On behalf of everyone at the hospital, I extend my deepest appreciation for his many contributions to Children's and wish him continued success and happiness.

As we review 1991, we do so with great satisfaction. We have accomplished much in our ongoing quest to advance health care for children. Through the efforts of the hospital's employees, staff, and volunteers and with the support of an engaged Board of Trustees, dedicated members of the Children's Hospital League, and many generous donors, we will remain strong now and in the years to come. New challenges, new possibilities, new hopes lie ahead. For the children who turn to this institution in time of need, the many people who comprise the Children's Hospital family will continue to offer no less than their best.

David S. Weiner
President

Special Report: A Discussion with George H. Kidder, Children's Chairman



George H. Kidder

In January 1992, George H. Kidder succeeded the Honorable John P. LaWare as chairman of the Children's Hospital Board of Trustees. Kidder, a senior partner at the law firm Hemenway and Barnes, has been a member of Children's Board of Trustees for 10 years. He served as chairman of the hospital's five-year, $40 million capital campaign, which came to a successful conclusion in September 1990. In addition to his responsibilities on Children's board, he is president of the Boston Symphony Orchestra, a director of State Street Boston Corporation and State Street Bank and Trust Company, a trustee and member of the Executive Committee of the WGBH Educational Foundation, and chancellor for the Episcopal Diocese of Massachusetts.

CW: How and why did you first become involved with Children's Hospital?

I think it was sometime around the mid-1970s that David Mittell [honorary trustee] asked me if I would be interested in joining an ad hoc committee charged with looking into the system of governance at Children's. Soon after, I was asked to be on a committee chaired by Dr. Alexander Nadas [cardiologist-in-chief emeritus] that was seeking ways to enhance the hospital's relationship with referring physicians. I found both of these committee assignments enormously rewarding.

I was then asked to become a trustee, and needless to say, I was thrilled. At that time, the Board of Trustees was quite large — like the Board of Overseers today — and it played an advisory and supportive role. The governance of the institution resided with a Board of Managers and a smaller executive committee. In 1982, however, Children's inaugurated a new governance system, and I became one of the members of the new scaled-down Board of Trustees, which assumed a policy-making role for the institution.

On a more personal note, I was drawn toward Children's because of the incredible affection and enthusiasm for the hospital that my father-in-law, Arnold Hunnewell, had expressed through the years. He was a wonderful guy, whose years of service to Children's were for him a labor of love. The members of my family were all very supportive of my taking a role in an institution that they had supported and believed in for so long.

CW: So not only are you carrying on a family tradition, but you have assumed leadership of a body that you helped organize. Considering all of your other responsibilities and commitments, professionally and personally, why did you decide to take on this demanding leadership role?

I feel privileged to serve as chairman of this extraordinary institution, and I am greatly honored that my colleagues on the board have placed their trust in me. My association with Children's has been an endless source of inspiration for me.

Most of us on the board cannot repair a malformed heart or cure leukemia, but I hope that collectively and collegially we can offer some sound advice, careful analysis, and objective guidance that will keep Children's strong and viable. I suppose there is a certain vicarious excitement that comes from being part of an institution where advances and breakthroughs in pediatric care are predictable certainties. To be able to witness small, and often desperately sick, children made well by wonderfully caring doctors, nurses, and technicians, and to see this healing happen side by side with superb research, teaching, and learning are among the greatest rewards I can imagine.

I also want to do whatever I can to help a patient population that I see as one of the most vulnerable. Society owes something to these little ones, and my heart really goes out to them. Children's shares these values. People at Children's are genuinely and passionately committed to the children and families they serve. This is an organization with its heart in the right place. If I can assist this effort by serving as chairman of the board, then I am not only happy to do so, but honored.

CW: The business of health care has undergone monumental changes since you became involved in the governance of Children's, and the challenges of governing such a medical center have no doubt increased. What do you feel are the ingredients necessary today for the effective governance of a major academic medical center like Children's?

Extraordinary changes have taken place in health care over the past decade or so, and these changes certainly call for creative thinking on the part of those charged with making decisions for an institution. But in my opinion, the overriding philosophy of how to effectively govern an enterprise like Children's has changed very little. Children's is about people, and being mindful of the human side of this place is the key to guiding it into the future. Building solid, supportive, and trusting relationships is the way to ensure that this hospital fulfills its mission of providing the finest care to children.

I think we need to raise the level of conversation among the members of the Board of Trustees, the administration, the medical staff, and employees to one that is fully understanding and trusting. If we are all working together, understanding one another, and in synchrony with the goals and the means to achieve them in a way that is supportive and respectful, then quality and strength will come naturally.

CW: There has been so much discussion of late about the rising costs of health care, increasing competition, and the high cost of services at Children's. How do you see Children's dealing with these issues in the short and long term?

We recognize that pediatric health care is expensive, more expensive than care provided at an adult facility. We also recognize that providing care at an academic medical center is more expensive than providing care at a community hospital. These are facts of life. If Children's is to continue to offer this breadth and quality of services, it is going to be expensive relative to costs at other institutions. Our job is to make sure we are providing the best care possible in a cost-effective way.

We're quite lucky, really, when you consider that Children's is on solid ground. It enjoys an unmatched tradition of excellence, a comfortable endowment, a sensible and supportive organizational structure, and a loyal and grateful community of donors.

We recognize that some years will be leaner than others — during the decade of the eighties, for example, we had six years when we broke even or better and four years when we experienced operating deficits. We have to maintain the resources we have so we are not put in a position of having to scrap worthwhile programs that may not be self-supporting during these leaner times. We also have to remember that to maintain our position of preeminence, we have to be fiscally prudent. We can't, for example, pour resources into programs that are inefficient or obsolete. Children's must constantly evaluate itself, and the Board of Trustees should play an important role in asking the tough questions and helping define the direction in which this institution should be moving.

CW: What would you like to see the Board of Trustees accomplish in the next few years?

Globally, I want the board to work hard to help the administration, medical staff, and employees explore creative ways to keep this place strong and at the forefront of pediatrics. I want the board to work closely with those within and outside of the institution to help identify and assess practice models that can maintain the integrity of the hospital.

"This is an organization with its heart in the right place."

Specifically, we have much to do. We must closely examine the effect that the state's new reimbursement system will have on Children's and then factor this into our strategic planning. We must continue to refine plans for a new parking garage and then look toward bringing a new ambulatory facility on line. We need to define our short- and long-term fund-raising goals and plan the strategies for the years ahead.

As for the Board of Trustees, I want to encourage my colleagues to accept responsibility for educating themselves thoroughly about the issues, concerns, strengths, and weaknesses of Children's. There is a lot of collective expertise on the board, which must be put to good use. All trustees should be thinking constantly about ways to strengthen Children's. The role of trustee encompasses so much more than attending meetings, approving appointments, and reviewing financial results.

CW: What are some of these other roles that you think trustees of Children's should assume?

I think that one important role of a trustee is to support Children's through personal contributions according to ability. It is important that trustees endorse the institution not only through volunteer service, but also by contributing to it. In addition, trustees need to be ambassadors for the institution — visible ambassadors throughout the community. They need to attend hospital functions, talk to prospective donors, show them the hospital, write letters, make contacts, and generally spread the word about the work of this outstanding institution.

CW: You've played an active role in philanthropy at Children's, most notably as chairman of The Children's Campaign. What role do you think philanthropy plays at an institution like Children's?

Philanthropy is essential to an institution like Children's. It provides the wherewithal for new buildings, new equipment, and new programs. It gives that all-important cushion necessary to carry an institution through the lean years.

Every day Children's opens its doors to the community, serving as a vital resource for children and families. In turn, Children's depends on the support of its community to ensure the continuation of this excellent care. Through the years, this grateful community has responded by giving generously to Children's, and I am confident that this support will continue. After all, those who give to Children's in return receive the best gift of all — the hope of a better life for children.

1991 Activities and Accomplishments

Strides in Patient Care

Jason Lazar, 22, recipient of double lung transplant

Jessica Connolly, 1½, underwent successful hemangioma treatment with alpha interferon.

Double lung transplant performed on patient with cystic fibrosis

In April, the first double lung transplant at Children's was performed on 22-year-old Jason Lazar, a cystic fibrosis patient. The procedure was conducted by a team from Children's and Brigham and Women's hospitals that included Craig W. Lillehei, M.D., assistant in Surgery, and Regina M. Palazzo, M.D., assistant in Medicine (Pulmonary Medicine) and medical director of the Lung Transplantation Program. The second person to receive such a transplant in New England, Jason was discharged from the hospital three weeks after surgery and continues to do well.

The transplant symbolizes a new era of treatment for certain patients with end-stage lung disease. The risks involved in the procedure, however, coupled with a shortage of healthy donor lungs, reduce the likelihood that the majority of candidates will be transplanted.

Children's is the only pediatric member of the Boston Center for Lung Transplantation, a consortium that also includes Brigham and Women's and Massachusetts General hospitals.

Alpha interferon curbs growth of rampant tumors

In 1991 a Children's team completed the country's largest clinical trial of alpha interferon treatment for pediatric hemangiomas, tumors made up of newly formed blood vessels. Hemangiomas were successfully regressed in 21 of 24 patients treated with alpha interferon.

Children's is the first hospital to successfully treat newborns with alpha interferon. The work also represents the first major clinical application based on angiogenesis research led by Judah Folkman, M.D., director of Children's Surgical Research Laboratories. An expanded version of the study is planned for the near future.

Howard C. Shane, Ph.D., clinical director of the Communication Enhancement Center, helps Ben Cheter, 8, use MultiVoice.

FDA approves treatment for chronic granulomatous disease

The U.S. Food and Drug Administration (FDA) this year approved the use of recombinant gamma interferon as a therapy for chronic granulomatous disease (CGD), a severe inherited immune system disorder. Much of the original research and experimentation that led to the drug's approval took place at Children's over a 25-year period.

R. Alan B. Ezekowitz, M.B., Ch.B., D.Phil., associate in Medicine (Hematology/Oncology) and director of Children's General Clinical Research Center, conducted a small study of gamma interferon several years ago at Children's. The positive results of this trial led to a large-scale study that served as the foundation for the FDA's approval.

CGD, which strikes one in every 800,000 people, usually appears within the first years of life in the form of massive infections and is often fatal. Before recombinant gamma interferon was developed, CGD patients were frequently hospitalized for treatment with high doses of antibiotics and, when necessary, surgery.

Ezekowitz and other Children's physicians who contributed to the development of gamma interferon are continuing to experiment with the drug, examining broader immune system applications.

Children's, Digital partnership improves speech technology

Children's and Digital Equipment Corporation collaboratively refined DECtalk speech technology during 1991 to develop a third generation speech synthesizer called MultiVoice.

The three-pound, battery-operated unit allows for four hours of continuous speech. The unit offers a range of voice options, including male, female, and child, and is more versatile and affordable than its predecessors.

MultiVoice technology expands the communication capabilities of verbally challenged children and adults, allowing them to participate fully in activities at home, school, and the office.

New inpatient psychiatry service honors Richmond's contributions

Many members of the Children's community took part in April in the dedication of the hospital's newly licensed inpatient psychiatry service. The service was named in honor of Julius B. Richmond, M.D., director of Child Health Policy, paying tribute to Richmond's long career at Children's and his national contributions to child health advocacy.

Richmond served as psychiatrist-in-chief at Children's and director of the Judge Baker Children's Center (JBCC) from 1971 to 1977, when he assumed the position of surgeon general of the

Public Health Service of the United States under President Carter. From 1965 to 1966, Richmond helped develop and served as national director of Project Head Start, an intervention program for preschool children from disadvantaged backgrounds.

The Richmond Service, which was relicensed by the Department of Public Health from a psychosomatic unit to a psychiatric unit, has enabled Children's to better serve the mental health needs of its patients, and allows Psychiatry staff to treat more seriously ill patients. The two-floor service, located in the JBCC, underwent renovations in 1990 to provide a safer and more pleasant atmosphere.

Stanley Walzer, M.D., psychiatrist-in-chief, was named chief of the Richmond Service.

Child health initiatives enhance access to services in community

In February, Children's announced a four-year $2.1 million plan to enhance pediatric health care services in the community. The plan, which involves both programmatic and capital projects, seeks to expand primary care and improve access to health care services for Boston's at-risk children through four principal initiatives.

The initiatives include facilitating the transition of infants and mothers from care provided at the birth hospital to routine health care, and coordinating the assessment of child health needs and delivery of services in Boston. The Division of General Pediatrics has appointed a physician to coordinate the community child health effort. The initiatives also include increased financial support for primary health care programs at Children's, at Martha Eliot Health Center, and in the community, and provisions to improve and expand physical facilities for primary care pediatric programs.

Hospital sponsors camp for phenylketonuria patients

A weeklong camp for women with phenylketonuria (PKU) was sponsored by Children's for the first time in the summer of 1991. Designed to teach participants how to minimize the effect of the genetic metabolic disorder on their lives and offspring, the camp offered nutritional and family-planning counseling and social support.

People with PKU lack the enzyme necessary to break down the amino acid phenylalanine, which can build up in the bloodstream and cause mental retardation in a young child or fetus. To prevent mental retardation, children and pregnant women follow a low-protein, low-phenylalanine diet augmented with a synthetic dietary supplement.

Ken Fox, M.D., senior resident in Medicine (General Pediatrics), with Brian Nwachukwu, 15 months, and his mother, Florence

Research Highlights

Markey Charitable Trust grant supports research training program

The Lucille P. Markey Charitable Trust awarded a $2.25 million grant to Children's in July to establish the Markey Child Health Research Center. The center will support the research efforts of young physicians in training and in the process of applying for grants from the National Institutes of Health.

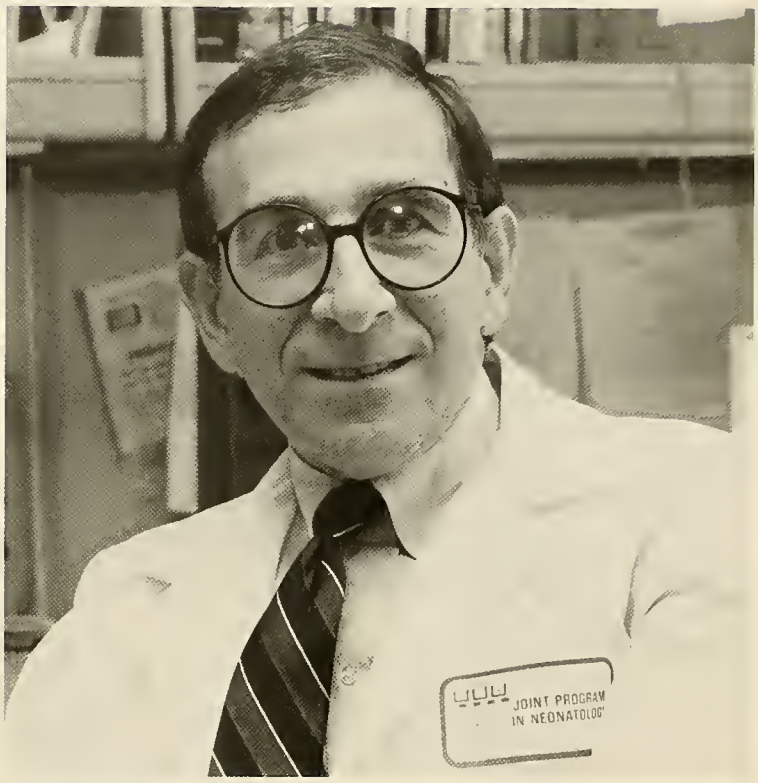
David G. Nathan, M.D., physician-in-chief, will serve as director of the center, which is a collaborative effort between the hospital and Harvard University's Department of Biochemistry and Molecular Biology.

The award is one of seven general organizational grants made to institutions this year in an effort to close the gap between biomedical research and patient care.

Study links blood vessel growth with spread of breast cancer

A research team headed by Judah Folkman, M.D., director of Children's Surgical Research Laboratories, and Noel Weidner, M.D., of Brigham and Women's Hospital, found that by counting the number of new blood vessels surrounding a breast tumor, they could predict whether the cancer would metastasize, or spread. Although scientists do not entirely understand what causes the onset of angiogenesis, this was the first study to document the tumor cells' switch from a normal to an angiogenic state.

The finding, an outgrowth of more than two decades of angiogenesis research conducted in Folkman's laboratories, offers physicians a new tool to help predict whether breast cancer is likely to spread, an important factor in determining appropriate treatment options.



Merton Bernfield, M.D.

Developmental biology is focus of child health research center

Children's was selected as one of seven medical centers in the country to establish a child health research center funded by the National Institute of Child Health and Human Development (NICHD), with additional funding from research endowments and the Charles A. Janeway Fund of the hospital's Department of Medicine. The center, to be named the Janeway Child Health Research Center, will focus on studies in the area of developmental biology.

Under the direction of David G. Nathan, M.D., physician-in-chief, who will serve as the center's principal investigator, and Merton Bernfield, M.D., chief of the Division of Newborn Medicine, the Janeway Child Health Research Center will support young pediatricians who desire a career in biomedical research.

NICHD funded the centers to promote pediatric research and to speed up the application of scientific findings in child health.

Research links cardiac problems to cancer treatment, cocaine exposure

Research teams led by Steven E. Lipshultz, M.D., associate in Cardiology, published two important studies in 1991 involving cardiac structure and function in children.

One study, which appeared in the January issue of *The Journal of Pediatrics*, examined the prevalence of cardiovascular abnormalities in children prenatally exposed to cocaine. The study, which compared a group of newborns likely to have been exposed to cocaine during gestation with a control group, found that the babies prenatally exposed to cocaine were 10 times more likely to exhibit congenital heart defects.

Another study, published in *The New England Journal of Medicine* March 21, showed that as many as two-thirds of children who underwent leukemia treatment with the drug Adriamycin (doxorubicin) showed signs of structural damage to the heart years after the disease went into remission and treatment was completed. Adriamycin, one of the most effective anti-leukemia drugs, has long been known to cause cardiac damage or heart failure during or immediately following chemotherapy. But the study by Lipshultz and colleagues at the Dana-Farber Cancer Institute is the first to document long-term damage to cardiac tissue.

Inherited gene mutation found in familial cancer syndrome

Mutations in a tumor suppressor gene were found to be a root cause of Li-Fraumeni syndrome (LFS), a rare type of familial cancer. The findings will allow identification of carriers of the inherited gene mutation, facilitating the development of strategies to counsel and care for carriers at high risk of cancer.

The researchers, led by Stephen H. Friend, M.D., Ph.D., associate in Medicine (Hematology/Oncology) at Children's, detected the gene mutation among members of five families with individuals who already had LFS.

LFS, which affects both children and adults, is often associated with multiple tumors in the bones, lungs, and breasts.

Steven E. Lipshultz, M.D., associate in Cardiology, with 10-month-old cardiac patient Leticia St. Remy

Stuart A. Lipton, M.D., Ph.D.

Animal model confirms protein as cause of Alzheimer's disease

A Children's research team that last year pinpointed the beta amyloid protein as the likely cause of brain tissue degeneration in Alzheimer's disease has confirmed the finding in an animal model, and verified findings that a naturally occurring hormone called substance P can halt the degeneration. The findings may be vital in developing a therapeutic agent for Alzheimer's disease.

Led by Bruce A. Yankner, M.D., Ph.D., assistant in Neurology, the research team found that beta amyloid implanted in the brains of laboratory rats replicated key features of Alzheimer's disease, with the affected area showing evidence of neuron degeneration and death. Supplying substance P to the area blocked these effects. The results were published in the Aug. 15 issue of *Proceedings of the National Academy of Sciences.*

Researchers explore therapies for AIDS-associated dementia

Complementing findings released in 1990, a team of Children's researchers has discovered that a group of drugs that block certain brain receptors may help prevent the destruction of nerve cells and thereby prevent AIDS dementia and other neurological problems in patients infected with the human immunodeficiency virus (HIV).

The research team, led by Stuart A. Lipton, M.D., Ph.D., associate in Neurology, has tested the drugs, called NMDA antagonists, on rodent nerve cells in vitro. Some NMDA antagonists may enter clinical trials in the near future.

The findings, published in the July issue of the journal *Neuron*, indicate that NMDA antagonists block receptors for the amino acid glutamate, in combination with a coat protein shed by HIV, to produce a lethal rise in calcium levels. High levels of calcium may lead to nerve cell injury and contribute to neurologic problems in people with HIV.

Previous research conducted by the Lipton team established that the drug nimodipine, a calcium channel blocker, prevented damage to rodent neurons in vitro. The latest findings, recently corroborated in work with human nerve cells, add another class of drugs to the armory.

Institutional Highlights

Clinical coordinator Ruth Brigham, right, enjoys Martha Eliot anniversary celebration.

Martha Eliot Health Center marks 25 years of service to community

The Martha Eliot Health Center (MEHC) in 1991 marked its 25th year of serving community health care needs. A dinner-dance attended by more than 300 employees, staff members, and friends of MEHC was held Nov. 8 at the Westin Hotel to celebrate the anniversary.

Over the past quarter century, MEHC has cared for the health and well-being of countless children, adolescents, and adults living in Boston's neighborhoods. Multidisciplinary programs in nine specialty areas have assisted inner-city residents with a range of health care needs, while more than 20 grant-funded programs have worked to reduce infant mortality, transmission of the AIDS virus and sexually transmitted diseases, and abuse of alcohol and drugs; break the cycle of teenage pregnancy; and stem the rising ride of violence in urban neighborhoods.

Joint Commission grants three-year accreditation to Children's Hospital

After an extensive survey of Children's programs, policies, and operations during 1991, Children's Hospital was granted accreditation by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) in December. A JCAHO team of professionals, including a hospital administrator, physician, nurse, medical technologist, and an ambulatory health care specialist, conducted the survey at Children's in October and November. The accreditation is effective for three years, beginning Oct. 29, 1991.

The report filed by the JCAHO surveyors outlines several areas of the hospital's operations and policies that need improvement to maintain accreditation in the future. The JCAHO requires Children's to file by June 1992 a progress report outlining the hospital's plans for addressing each of the areas needing improvement.

The accreditation process is voluntary, and hospitals that wish to be accredited must invite the JCAHO to review their programs. Because Medicare and Medicaid, many state agencies, and health maintenance organizations require accreditation as a prerequisite to funding, most hospitals seek accreditation.

Regional forum on pediatric HIV unites families and professionals

The Children's Hospital AIDS Program sponsored a regional conference on pediatric HIV infection Oct. 9 and 10.

"Linking Hospital, Home, and Community Care," held at the Westford Regency Inn, Westford, Mass., brought together more than 300 family members, health care professionals, social workers, administrators, and others from around New England confronting the challenge of HIV infection.

Keynote speakers included Karen Hein, M.D., director of the Adolescent AIDS Program at Montefiore Medical Center, New York, and James Oleske, M.D., director of the Children's Hospital AIDS Program, Newark. Panel sessions covered a spectrum of topics, including primary, tertiary, and community care; hemophilia; psychosocial intervention; schools; parenting; disclosure; and legal and ethical concerns.

Coverdale named vice president and chief financial officer

Miles Coverdale joined Children's as vice president and chief financial officer (CFO) in October.

Coverdale came to Children's from Harvard Community Health Plan (HCHP), where he had been vice president and CFO since 1985. Coverdale has also worked at Mount Auburn and Beth Israel hospitals and at Price Waterhouse & Co. He received his bachelor's degree magna cum laude from Bowdoin College and his master's in business administration from Columbia University.

Coverdale succeeds John O. Wilhelm Jr., who stepped down as senior vice president for Finance in September.

Miles Coverdale

Adler becomes new head of Information Services

George L. Adler, Ph.D., joined the hospital's senior management team in April as vice president for Information Services. In this capacity, he oversees the design and management of the hospital's computer systems.

Prior to coming to Children's, Adler served as vice president for Information Services at Bentley College in Waltham for five years. Before that, he worked at Massachusetts General Hospital for 10 years, first as director of Management Engineering, then as director of Information Systems.

Adler holds a bachelor's degree in mechanical engineering from Rensselaer Polytechnic Institute, and master's and doctoral degrees in industrial engineering and operations research from New York University.

George L. Adler, Ph.D.

Weiner elected chair of COBTH

Children's President David S. Weiner was elected in 1991 as chairman of the Conference of Boston Teaching Hospitals (COBTH).

COBTH members, who are primarily chief executive officers of the city's 15 teaching hospitals, meet periodically to discuss the implications for their institutions of local, state, and federal health care policies.

In addition, COBTH members have concentrated efforts on developing strategies and programs to coordinate the delivery of citywide health care services, and have focused on the management of such issues as AIDS, infant mortality, substance abuse, and emergency medical services.

Board approves library and archives

In March 1991, the Board of Trustees approved plans for Children's to construct a hospital library and establish an institutional archives program.

The library, which will serve as a resource for the hospital community, will consolidate the various reference materials, journals, and other publications currently scattered in departments throughout the institution. The archives program will allow Children's to identify, preserve, organize, and make available the vital records that document the hospital's history.

Architectural plans for a new 5,200-square-foot hospital library building, which will be located between the cafeteria and the Ida C. Smith Building, have been finalized, and construction is expected to start in the summer of 1993, with completion of the project in 1994.

Services move to new facilities as renovation efforts continue

Several departments and programs relocated throughout the year as part of the hospital's ongoing effort to accommodate the needs of its staff and patients. The Clinical Laboratories and Division of Nuclear Medicine moved during the summer of 1991 into renovated and redesigned space on the upper floors of the Farley Building and the second floor of the Pavilion Building.

The new facilities for Nuclear Medicine accommodate state-of-the-art technology, including a whole-body imager, a three-dimensional single photon emission computer tomography system (SPECT), which maps metabolic activity, and an integrated digital imaging network. Expanded and modernized space for Clinical Laboratories has increased capabilities and allowed for more expeditious processing of patient tests.

Also during 1991, the Cardiology Department moved to refurbished space on the second floor of Farley, and the Anesthesia Department relocated to new space on the third floor of the Bader Building. The Pharmacy Department moved to the basement of the Main Building, where the renovated space includes a separate sterile preparation area.

Other projects completed during the year were construction and relocation in the Main Building of the Radiology Department's special procedures room, and in Farley of the Cardiology Department's new biplane electrophysiology diagnostic laboratory.

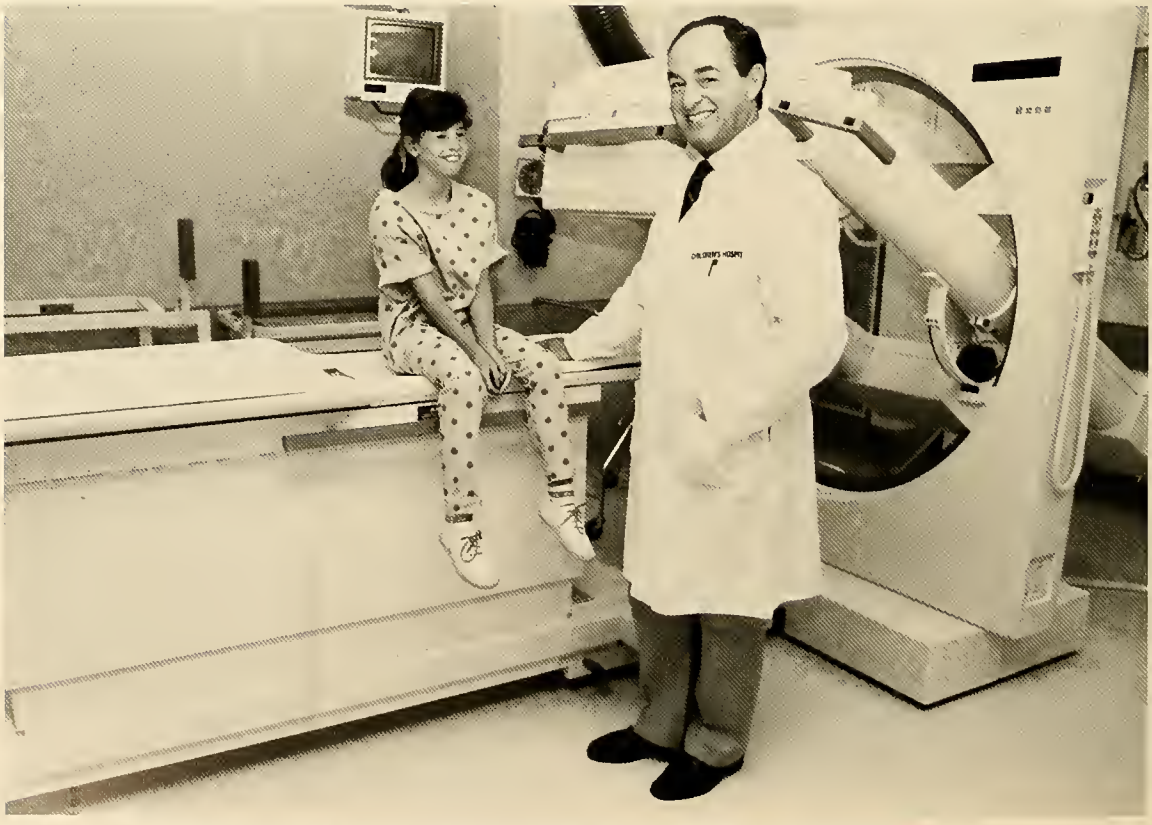
Conservation program encourages recycling, reusing, saving energy

Over the past two years, Children's has introduced a conservation program aimed at encouraging recycling, replacing disposable products with reusable alternatives, energy conservation, and efficient use of hospital resources.

White paper and cardboard are currently recycled in the program, which is coordinated by employee volunteers throughout the hospital. In addition, reusable diapers are being used on a trial basis on one inpatient unit.

Energy conservation tips were published in *The News*, the hospital's in-house publication that is distributed to staff, patients, parents, and visitors. The hospital also updated several energy-using systems and installed a computer system that alerts Hospital Engineering staff when machinery is malfunctioning.

The Conservation Committee, which directs the conservation program, plans to expand the program during the coming year to include recycling of Styrofoam, plastics, and computer printer cartridges.



S.T. Treves, M.D., chief of the Division of Nuclear Medicine, with Haley Bilow, 8, in front of a whole-body imager

Donald C. Fyler, M.D., associate cardiologist-in-chief emeritus, left, and Alexander S. Nadas, M.D., cardiologist-in-chief emeritus

New edition of Nadas' cardiology text features contributions from many

The fourth edition of *Pediatric Cardiology*, written by Alexander S. Nadas, M.D., cardiologist-in-chief emeritus, was published in 1991. The latest edition, edited by Donald C. Fyler, M.D., associate cardiologist-in-chief emeritus, and including contributions by many Children's physicians, is titled *Nadas' Pediatric Cardiology*.

A book-signing and reception were held in October to mark the event. Originally written by Nadas in 1957, the classic text is a staple of cardiology education around the world.

Surveys allow patients, families to offer feedback to hospital

As part of Children's ongoing efforts to evaluate and improve its services, in the fall of 1990 the hospital began distributing a questionnaire to every patient and family discharged from the hospital. The survey program, funded for the first year by the Children's Hospital League and coordinated by the Patient Relations Department, invites families to evaluate various aspects of their hospital experience, including admission and discharge, hospital and room environment, food service, nursing and physician care, laboratory and radiology services, and other hospital operations.

The overall response has been positive, with high ratings in most categories. The responses indicate that, in general, patients and families are very pleased with the care delivered by nurses, other patient care staff, and attending physicians. They are greatly appreciative of the efforts of employees and staff to make the hospital stay as comfortable as possible. The entertainment program and Channel 22 also drew high marks. Hospital departments are using the feedback to further improve services.

Employee benefits expanded

Children's Hospital offered an expanded employee benefits package in 1991. The enhanced benefits package includes dental insurance, short-term disability coverage, supplemental life insurance for employees and their families, reimbursement accounts for dependent care and health care, and pre-tax deductions for certain benefits. As in the past, employees were presented a choice of medical plans.

The new benefits program was the result of a collaboration among the Human Resources, Finance, and Information Services departments. To accommodate the package, the hospital implemented a new payroll/human resources software package and phased out the old software. The new software has a greater capacity to handle multiple deductions and can be readily adapted to meet future needs.

Medical Staff News

President Bush with Mary Ellen Avery, M.D.

Avery receives Medal of Science in ceremony at White House

Mary Ellen Avery, M.D., senior associate in Medicine (Newborn Medicine) and physician-in-chief emeritus at Children's, was awarded the National Medal of Science at a White House ceremony held Sept. 16. She received the medal for her major contributions to the understanding, treatment, and prevention of respiratory distress syndrome (RDS) among premature infants.

Research led by Avery since the 1950s established the cause of RDS in premature infants as the absence in the lungs of pulmonary surfactant, the substance that lines the air spaces of the lungs and prevents their collapse. These and other findings allowed for the development of surfactant replacement therapy, which has over the last two years helped to significantly reduce deaths among premature infants.

The National Medal of Science is the highest scientific honor bestowed by the president of the United States.

Five named to prestigious national scientific organizations

Five Children's physicians and scientists were elected in May to the National Academy of Sciences (NAS) and to its affiliate, the Institute of Medicine, two of the most select scientific and medical organizations in the United States.

John A. Kirkpatrick Jr., M.D., radiologist-in-chief, and Fred S. Rosen, M.D., senior associate in Medicine (Immunology), were elected to the institute for their major contributions to the fields of medicine and health.

Stephen G. Harrison, Ph.D., research associate in Medicine, Stuart H. Orkin, M.D., senior associate in Medicine (Hematology/Oncology), and Don C. Wiley, Ph.D., research associate in Medicine, were elected to the NAS for their achievements in original research. Harrison and Wiley have focused their research efforts on aspects of molecular biology, while Orkin's research has involved the detection and treatment of blood disorders.

The NAS is a private, nonprofit organization that advises the United States government and scientific community on matters of science and technology for the benefit of human welfare. The institute, one of four organizations affiliated with the NAS, conducts studies of policy issues related to health and medicine.

Kirkpatrick achievements earn awards, recognition, honors

John A. Kirkpatrick Jr., M.D., radiologist-in-chief, received the American College of Radiology's highest honor, a gold medal, in 1991 in recognition of his lifelong contributions to the field of radiology. He also received the gold medal of the Society for Pediatric Radiology and of the International Skeletal Society in 1991.

To honor his work in pediatric radiology and his 17 years of service to Children's, colleagues, students, and friends established a fund during 1991 to support a portrait of Kirkpatrick. In addition, a group of radiologists trained by Kirkpatrick established the Kirkpatrick Society in the summer of 1991, for periodic discussion of radiology-related issues.

Kirkpatrick serves as president of the American Roentgen Ray Society and is a past president of the Society for Pediatric Radiology.

Cesare T. Lombroso, M.D., Ph.D., chief emeritus of the Division of Clinical Neurophysiology, with Catie Holland, 12

American Epilepsy Society presents honor to Lombroso

Cesare T. Lombroso, M.D., Ph.D., chief emeritus of the Department of Neurology's Division of Clinical Neurophysiology and Epilepsy/Seizure Unit, received the prestigious 1990 Research Recognition Award from the American Epilepsy Society (AES) and Milken Family Medical Foundation. Presented at the AES annual meeting in November 1990, the award bears a prize of $150,000, which Lombroso has contributed to a trust fund for epilepsy research.

Lombroso was honored for lifelong accomplishments in the field of epilepsy research, including the study of progressive methods of detection and treatment of seizures.

Kunkel research recognized by E. Mead Johnson Award

Louis M. Kunkel, Ph.D., chief of the Division of Genetics, received the 1991 E. Mead Johnson Award for Outstanding Research from the Society of Pediatric Research during the society's annual meeting in May. One of two award recipients, Kunkel was honored for his ongoing research into muscular dystrophy and other neuromuscular diseases.

Initiated in 1939, the E. Mead Johnson Award is one of the oldest and most prestigious awards presented in pediatrics.

Folkman receives Gairdner Award

Judah Folkman, M.D., director of Surgical Research Laboratories, was the 1991 recipient of the Gairdner Foundation International Award, which acknowledges outstanding contributions to the field of medical science.

Folkman was recognized for "his contribution to the understanding of the process of angiogenesis." He and his team have over the past 20 years developed the field of angiogenesis research, which has shown that tumor growth and conditions such as diabetic blindness depend on angiogenesis, or blood vessel development. Folkman and his associates are currently exploring ways to halt abnormal blood vessel growth.

The Gairdner Award was established in 1957 by James Gairdner, a Canadian industrialist.

Frederick H. Lovejoy Jr., M.D., left, with William Berenberg, M.D.

Berenberg Professorship established; Lovejoy named first incumbent

Two revered Children's physicians were honored at a well-attended ceremony in December 1990, as Children's and Harvard Medical School (HMS) announced the William Berenberg Professorship in Pediatrics.

The occasion honored both the chair's namesake, William Berenberg, M.D., senior associate in Medicine and director of Services to Handicapped Children, and the first incumbent, Frederick H. Lovejoy Jr., M.D., associate physician-in-chief.

Berenberg's 49 years of service to Children's and HMS were cited along with his many innovations within pediatrics, including his development of the multidisciplinary team approach to treating handicapped patients. Colleagues of Lovejoy discussed his many accomplishments in teaching and in the training of medical students and residents.

Paying tribute to Berenberg and Lovejoy at the reception were George H. Kidder, vice chairman of Children's Board of Trustees; David G. Nathan, M.D., Children's physician-in-chief; Daniel C. Tosteson, M.D., dean of HMS; and David S. Weiner, Children's president.

From left: Daniel C. Tosteson, M.D., dean of Harvard Medical School; Raif S. Geha, M.D., chief of Children's Division of Immunology; Prince Turki Bin Abdul Aziz Al-Saud of Saudi Arabia; and George H. Kidder, vice chairman of Children's Board of Trustees

Immunology professorship endowed; Geha assumes Al-Saud chair

The establishment of an endowed professorship in Immunology at Children's and Harvard Medical School (HMS) was announced in November 1990, following a generous gift from Prince Turki Bin Abdul Aziz Al-Saud of Saudi Arabia.

The first incumbent of the Al-Saud chair is Raif S. Geha, M.D., chief of the Division of Immunology at Children's. Geha is director of the American Board of Allergy and Immunology and serves on the Executive Council of the Clinical Immunology Society.

Children's has provided medical care to several members of the Saudi royal family. Prince Turki, brother of King Fahd of Saudi Arabia and fourth in line to the throne of that country, said he hopes the chair will foster a closer relationship and dialogue between the Arab world and the West.

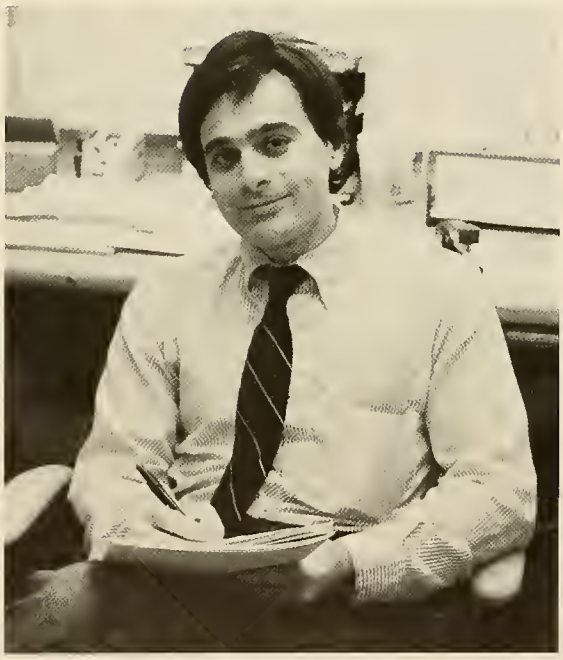
Stephen G. Harrison, Ph.D., left, and Don C. Wiley, Ph.D.

Harrison, Wiley win Horwitz Prize

Two Children's biologists were honored in December 1990 with the Louisa Gross Horwitz Prize, which recognizes outstanding contributions to the fields of biology and biochemistry.

Stephen G. Harrison, Ph.D., and Don C. Wiley, Ph.D., research associates in Medicine, received the award at Columbia University. They join 45 past winners of the annual Horwitz Prize, 23 of whom have also been awarded the Nobel Prize.

Harrison and Wiley are members of the Laboratory of Molecular Medicine at Children's. Harrison and his colleagues were the first to expose the atomic structure of a virus. Wiley's group determined the mechanisms by which the flu virus penetrates the cell membrane, eluding the body's immune system.



Evan Y. Snyder, M.D., Ph.D.

Snyder's research recognized

Evan Y. Snyder, M.D., Ph.D., assistant in Medicine (Newborn Medicine) and Neurology, was honored with two Young Investigator awards in 1991, one from the Eastern Society of Pediatric Research and the other from the Child Neurology Society. The awards recognize Snyder's research on the cellular and molecular basis of mammalian brain development, neural plasticity, and brain cell transplantation.

Arnold H. Colodny, M.D., talks with Dong Ju Lee, 2½.

Volpe receives Hower Award

Joseph J. Volpe, M.D., neurologist-in-chief, was named the 1990 winner of the Hower Award by the Child Neurology Society in March 1991.

The Hower Award is presented annually for lifetime achievement in pediatric neurology and is the highest honor given by the Child Neurology Society. Volpe, 52, is the youngest recipient ever.

Volpe established a nationally recognized division of pediatric neurology at Washington University School of Medicine in St. Louis before coming to Children's in 1990. Much of his clinical and research attention has concentrated on neurology of the newborn, and specifically the causes and treatments of brain injuries in premature infants. Volpe is also the Bronson Crothers Professor of Neurology at Harvard Medical School.

Colodny work recognized by American Urological Association

Arnold H. Colodny, M.D., associate chief of the Division of Urology, was honored in June by the American Urological Association (AUA) with its 1991 Distinguished Service Award. The award recognizes Colodny's outstanding contribution to education and training in pediatric urology. Colodny received the award at the AUA's annual meeting in Toronto.

A pioneer in reconstructive surgery of the urinary tract, Colodny has received numerous awards from his students and colleagues for excellence in the area of teaching.

Hendren receives Gold Medal

W. Hardy Hendren III, M.D., chief of Surgery, received the 1991 Denis Browne Gold Medal from the British Association of Pediatric Surgeons at the group's annual meeting in July. The award recognizes Hendren's pioneering advances in reconstructive pediatric surgery and urology.

The Denis Browne Gold Medal is the association's highest honor.

Young appointed Blackfan chief

Gregory Young, M.D., assumed the position of chief of the Blackfan Service, a medical unit for school-age children, July 1.

Young succeeds Melanie Kim, M.D., assistant in Medicine (Nephrology), who has continued in her position as director of the General Renal Program.

A 1987 graduate of Columbia University College of Physicians and Surgeons, Young began his residency in Medicine at Children's in 1987, serving as chief medical resident from 1990 to 1991.

Gregory Young, M.D.

Reid receives Trudeau Medal

Lynne M. Reid, M.D., senior associate in Pathology and pathologist-in-chief emeritus, received the 1991 Edward Livingston Trudeau Medal at the annual meeting of the American Thoracic Society. The medal honors her lifelong commitment to excellence in the study of the lung and its diseases.

The medal is given each year for major scientific contributions to the control, prevention, and treatment of lung disease.

Interim Anesthesia chief named

Mark A. Rockoff, M.D., associate anesthesiologist-in-chief, was appointed interim anesthesiologist-in-chief in April, succeeding the late Milton H. Alper, M.D. Alper had served as anesthesiologist-in-chief since 1980 before retiring in April.

Milton H. Alper, M.D.

In memoriam: Milton H. Alper, M.D., 1930-1991

Milton H. Alper, M.D., anesthesiologist-in-chief emeritus, died in September after a long illness. Alper directed the Department of Anesthesia from 1980 to 1991, guiding the department as it grew from seven anesthesiologists to 29.

Alper established a number of innovative programs at Children's, including the Pain Treatment Service. Recognizing the importance of communication between medical staff and parents, he created a preoperative program to give parents a chance to talk with an anesthesiologist before their child's surgery.

Alper also created a leadership role for anesthesiologists in the Multidisciplinary Intensive Care Unit, and helped to broaden the scope of the anesthesiologist's role in patient care both inside and outside the operating room.

To honor Alper's career achievements, many of his colleagues, trainees, and friends last year established the Milton H. Alper Fund, which provides support for a visiting lectureship at Children's. He was also honored at Children's 1991 Annual Dinner, along with three colleagues, for dedicated service to the hospital.

Nursing Staff News

Eileen Hession, R.N., M.B.A., right, with Benjamin Knutson, 2, and his mother, Jodie

Department of Nursing implements new model on three additional units

During 1991 the Department of Nursing implemented its new inpatient care delivery model, Partners in Care, on three units: the 20-bed Newborn Intensive Care Unit, 21-bed Hematology/Oncology Unit, and the eight-bed General Clinical Research Center. The model is projected to be implemented on all inpatient units by spring of 1993.

Initiated in October 1990 on the Orthopaedic Unit, the inpatient care delivery model was designed to enhance professional development and cultivate a team approach by redefining roles and reallocating tasks within the departments of Nursing, Pharmacy, and Environmental Services.

Hession named MICU nurse manager

Eileen Hession, R.N., M.B.A., was appointed nurse manager of the 18-bed Multidisciplinary Intensive Care Unit in September. She succeeds Maureen Zipkin, R.N., M.M., who had served in the position since 1989.

Before coming to Children's, Hession served as nurse manager of the pediatric unit at Sturdy Memorial Hospital in Attleboro.

David G. Nathan, M.D., physician-in-chief, with Colleen Nixon, B.S.N., R.N.

David Cayton Fellowship award recognizes Nixon's contributions

Colleen Nixon, B.S.N., R.N., staff nurse III, was the recipient of the 1991 David Cayton Fellowship award, which honors nurses with an interest and expertise in treating bone marrow transplantation patients and provides support for their continued education. Nixon has worked on the Bone Marrow Transplantation Unit since 1986.

The award was established by the Cayton family in 1978 in honor of David Cayton, who died of idiopathic aplastic anemia at Children's.

Trustee/Overseer Activities

Helen B. Spaulding, trustee, congratulates John A. Kirkpatrick Jr., M.D., radiologist-in-chief. In center is League member Dorothy Pearlman.

Board members complete busy year; Kidder receives Chairman's Award

George H. Kidder, vice chairman of the Board of Trustees, was presented the 1991 Chairman's Award at Children's Annual Dinner in May, held at the Ritz-Carlton Hotel. The award, which honors exemplary, longtime volunteer service to the hospital, recognized Kidder's years of work on behalf of Children's, including his leadership in guiding The Children's Campaign to its successful conclusion in the fall of 1990.

Colleagues of four recently retired or retiring department chiefs also spoke at the dinner, recognizing the honorees' distinguished careers. Honorees included the late Milton H. Alper, M.D., anesthesiologist-in-chief emeritus; Joseph B. Alpers, M.D., Ph.D., director of Clinical Laboratories; Charles F. Barlow, M.D., neurologist-in-chief emeritus; and John A. Kirkpatrick Jr., M.D., radiologist-in-chief.

New trustees and overseers were introduced at the Annual Dinner: Deborah C. Jackson was welcomed to the Board of Trustees; and William P. Collatos, John D. Pratt, Thomas R.B. Wardell, Linda Wisnewski, Charlotte Vena, and Edward F. Vena were welcomed to the Board of Overseers.

At the annual Tour and Briefing, held in October 1991, trustees, overseers, and donors toured the hospital and learned about patient care programs and research efforts. Guests attended presentations by three members of Children's medical staff: James C. Fackler, M.D., associate in Anesthesia and director of the Multidisciplinary Intensive Care Unit, talked about advances in pediatric intensive care; John W. Graef, M.D., associate in Medicine (General Pediatrics) and clinical director of the Lead and Toxicology Program, spoke about prevention, diagnosis, and treatment of lead poisoning; and R. Michael Scott, M.D., associate in Neurosurgery and director of Clinical Neurosurgery, discussed efforts to combat pediatric brain tumors.

Following the tours, guests enjoyed a reception at Medici's, located at the Inn at Children's.

League Activities

League activities help support a wide range of hospital programs

The Children's Hospital League had an active year of fund raising, event planning, and volunteering in support of Children's patient programs and activities.

The League held its annual fall open board meeting at Children's in October 1991. Highlighting the meeting was an announcement that the League had fulfilled its $2 million Children's Campaign pledge a year ahead of schedule. Susan Meyer, League president, presented the hospital with the final payment of $100,000. The meeting's featured speaker was Nancy J. Tarbell, M.D., division chief of the Department of Radiation Therapy, who spoke about recent advances in the field of radiation therapy.

The League's annual Festival for Children's Hospital, held Dec. 7, drew an impressive number of supporters this year, with nearly 750 guests attending the event. The lobby of the Westin Hotel was once again transformed into a winter wonderland, with trees, wreaths, and gingerbread houses designed and donated by area florists, decorators, and chefs. Guests had the opportunity to purchase the donated items, including trees that were home-delivered courtesy of Ace and Acme.

Guests enjoy League Festival.

Festival entertainers from troupe Chez-zam

The Festival, coordinated by Kay Bernon, chairman, and Marion Green and Nancy Serafini, vice chairmen, offered an evening of cocktails, dinner, dancing, raffles, and an auction. Lewis R. First, M.D., director of Children's Pediatric Group Associates, again served as auctioneer, successfully auctioning off such items as a guitar autographed by the rock group Aerosmith, a jacket signed by singer-actress Cher, and tickets to the Grammy Awards.

In conjunction with the Festival, the League also sponsored "Family Day" at the Westin Dec. 8. Parents and children had the opportunity to view Festival decorations while enjoying entertainment and refreshments. Ornaments and stuffed bears were also sold to benefit the hospital.

Other fund-raising efforts by the League during 1991 included participation in the Jamaica Plain Thrift Shop, and the sale of canvas book bags and "Best of Boston" cookbooks, featuring recipes from area restaurants, caterers, hotels, and celebrities. Proceeds from these endeavors support a variety of programs for patients, including the Summer Garden Program; the Foster Grandparents Program; and a host of musicians, magicians, storytellers, and comedians who perform for children in the Patient Entertainment Center.

WBZ-Children's Hospital Fund Highlights

WBZ-TV and Radio staff applaud the generosity of community members who donated to the 1991 WBZ-Children's Hospital Fund.

WBZ-Children's Hospital Fund inspires support from community

For the 12th consecutive year, hundreds of Children's employees and supporters from the community participated in the WBZ-Children's Hospital Fund drive, helping to make the campaign a great success. In addition to raising funds to support patient care at Children's, the WBZ Radio and TV broadcasts spread the word about Children's programs to viewers and listeners throughout New England.

Despite rainy weather, loyal WBZ and Children's Hospital fans turned out by the thousands for the Farmstand, held Sept. 14 at the Shriners Auditorium in Wilmington. Volunteers gathered at 5 a.m. to display produce, baked goods, and crafts that were sold throughout the day. The annual breakfast with Dave Maynard, pony rides, a chicken barbecue, music, magic, and games were highlights of the day. All proceeds, which totaled more than $50,000, were contributed to Children's Hospital.

Youngsters enjoy a petting zoo at the 1991 Farmstand in Wilmington, Mass.

Dave Maynard clowns around at the Farmstand.

WBZ-TV's Charlie Austin talks with Carey Daley, 3, and his mother, Colleen Cahill.

The WBZ Radio format for the campaign involved live broadcasts from malls in the Greater Boston area, sales of holiday presents donated by mall merchants, and an auction presided over by Maynard.

Each of the participating malls is owned by New England Development, which supported the fund drive for the third year. Among the many events offered by New England Development were breakfasts with Santa, a car raffle, gift wrapping, and contests featuring a stuffed rabbit named Pouche.

Television coverage of Children's was broadcast on several programs Dec. 13, including "People Are Talking" at 12:30 p.m.; "Live on 4" at 5:30 p.m.; and the "7:30 Report." The climax of the day's programming was the annual telethon from 8 to 11 p.m., which included features on several Children's patients and live coverage in the studio, at Children's, at CambridgeSide Galleria, and at Hilltop Steak House in Saugus, which joined the fund drive for the first time this year.

Statistical and Financial Report

Statistical and Financial Report

Statistics	1991	1990
Patient:		
Number of licensed beds	349	349
Discharges	16,373	15,995
Patient days	101,119	101,844
Average stay in days	6.18	6.37
Clinic visits	201,222	185,144 *
Emergency Services visits	50,585	48,141 *
Surgical procedures		
Inpatient	7,592	7,657
Outpatient	5,559	5,110
Total	13,151	12,767
Radiology		
Procedures performed	100,297	94,995 *
Laboratory tests	1,722,320	1,589,134

Personnel:		
Active medical staff	588	527
Active dental staff	17	17
Associated scientific staff	142	159
Courtesy staff	195	293
House staff	553	522
Consultants	59	93
Emeriti	26	23
Clinical assistants	5	25
Visiting staff	10	16
Nursing staff	1,059	1,008
Other full-time employees	2,135	1,899
Other part-time employees	639	609
Volunteers	765	760

**restated for 1990*

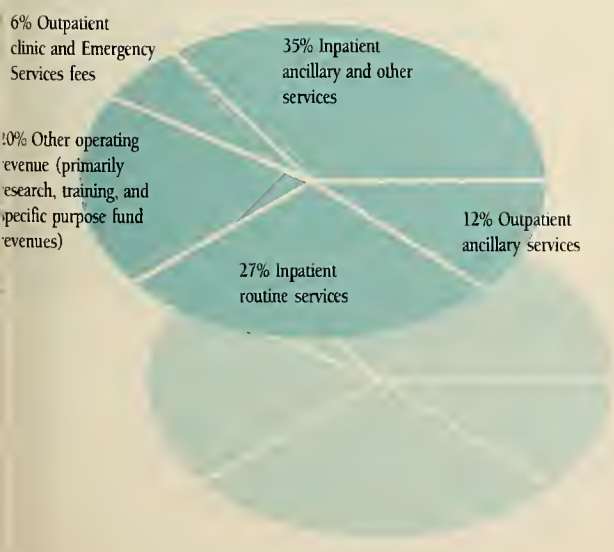
Statement of Revenues and Expenses

and funds used for capital additions
years ended September 30, 1991 and 1990
(in thousands of dollars)

	1991	1990
Revenues:		
Gross patient services revenue	$ 326,959	$ 283,805
Deductions from patient services revenue	(112,563)	(83,940)
Net patient services revenue	214,396	199,865
Other operating revenue	83,519	71,236 *
Total operating revenues	297,915	271,101 *
Operating Expenses:		
Salaries and wages	117,250	105,168 *
Fringe benefits	22,219	19,427 *
Supplies and expenses	69,139	60,383 *
Depreciation and amortization	22,905	19,215
Interest	7,933	7,241
Research and training expenses	41,752	37,159
Other specific purpose fund activity	25,171	19,383
Total operating expenses	306,369	267,976 *
(Loss)/gain from patient care operations	(8,454)	3,125
Income from prior-year contractuals	15,352	3,779
Income from non-operating activities	2,674	2,416
Excess of revenues over expenses	$ 9,572	$ 9,320
Capital additions	$ 32,019	$ 39,959 *

**restated for 1990*

Sources of Revenues


6% Outpatient clinic and Emergency Services fees
35% Inpatient ancillary and other services
10% Other operating revenue (primarily research, training, and specific purpose fund revenues)
12% Outpatient ancillary services
27% Inpatient routine services

Distribution of Expenses

13% Depreciation and interest
49% Salaries and wages
9% Fringe benefits
29% Supplies, expenses, and other purchased services

Condensed Balance Sheet

years ended September 30, 1991 and 1990
(in thousands of dollars)

	1991	1990
Assets:		
General funds	$ 11,309	$ 477
Current:		
Accounts receivable, net	51,173	53,410
Inventories	2,739	2,268
Prepaid expenses	1,617	2,077
Total	66,838	58,232
Assets held in trust under long-term debt agreements	23,156	18,383
Plant, property, and equipment at cost less accumulated depreciation	224,216	215,084
Other assets	40,948	36,737
Total	355,158	328,436
Restricted funds		
Accounts receivable	11,906	9,827
Total	$ 367,064	$ 338,263
Liabilities and Fund Balances:		
General funds		
Current:		
Current portion of long-term debt	$ 2,513	$ 1,987
Accounts payable and accrued expenses	53,768	46,004
Due to third-party payors	27,814	10,511 *
Total	84,095	58,502 *
Long-term debt, excluding current portion	102,165	104,678
Deferred compensation	6,576	5,626
Deferred third-party reimbursement	35,940	21,086 *
Deferred revenue	13,685	15,295
Reserve for medical malpractice	7,737	8,414
Fund balance	104,960	114,835
Total	355,158	328,436
Restricted fund balances		
Specific purpose funds	11,906	9,827
Total	$ 367,064	$ 338,263

**restated for 1990*

People and Departments

1991 Board of Trustees

The Honorable John P. LaWare
Chairman

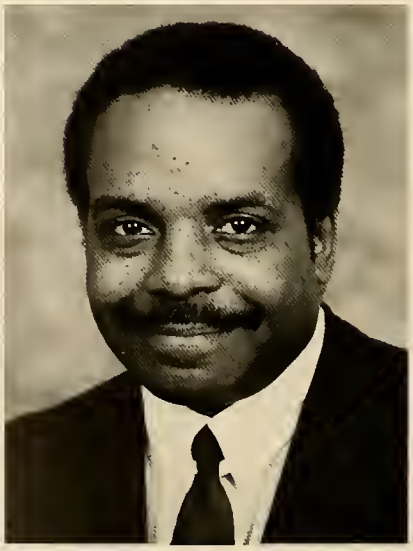
David S. Weiner
President

William W. Bain Jr.
Treasurer

Deborah C. Jackson

Stephen R. Karp

George H. Kidder
Vice Chairman

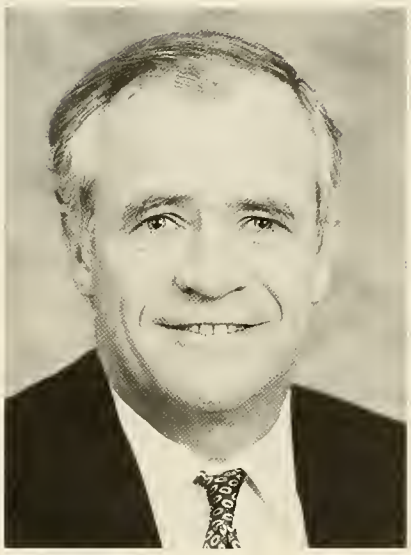


Rudolph F. Pierce

Helen B. Spaulding

William L. Boyan
Vice Chairman

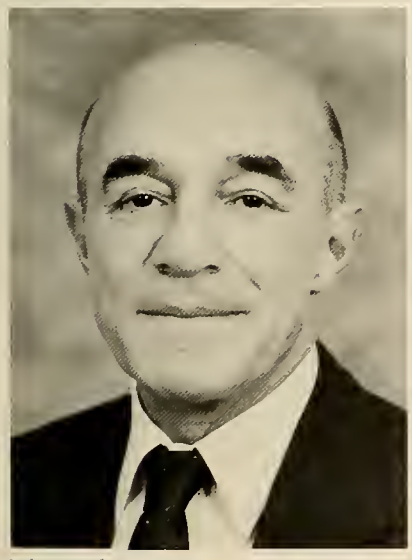
Aldo R. Castaneda, M.D., Ph.D.



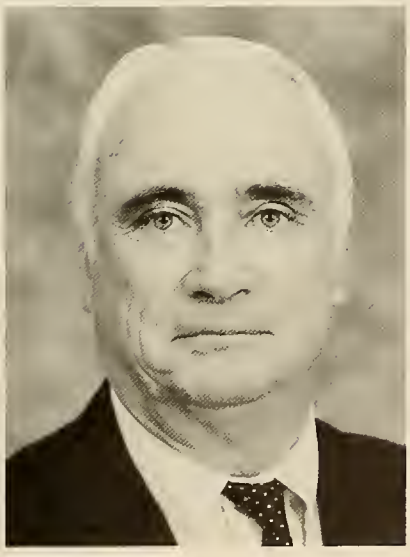
Charles K. Gifford

George H. Labovitz, Ph.D.

David G. Nathan, M.D.



Judge Joseph L. Tauro



James H. Walsh III

People

Children's Hospital acknowledges with great appreciation
the generous support of all donors during fiscal year 1991.
Donors giving $1,000 or more are recognized on the following pages.

Individuals

Mr. and Mrs. Mark G. Abrams
Mr. and Mrs. Lyman S. Allen
Joseph B. Alpers, M.D., Ph.D.
Mr. and Mrs. Bruce M. Alpert
Heidelise Als, Ph.D.
Elga Andersen-Gimbel
Mr. and Mrs. William G. Anderson
Anonymous (15)
Mrs. Joseph Applebaum
Mr. and Mrs. William Apthorp
Dr. and Mrs. Elisha Atkins
Mr. and Mrs. Lewis B. Baer
William W. Bain Jr.
Mary Lou M. Baird
Mr. and Mrs. Sherman N. Baker
Mr. and Mrs. Henry W. Barnard
Mr. and Mrs. Robert B. M. Barton
Mrs. James E. Batchelder
Joel E. Benard-Cutler
Harriet F. Benson*
Mr. and Mrs. Matthew M. Berman
Mr. and Mrs. Stanley J. Bernstein
The Bessette Family
Mr. and Mrs. Edward L. Bigelow Jr.
Edmund G. Blake
Mace Blickman
Mr. and Mrs. Seymour Blum
Mr. and Mrs. T. Dennie Boardman
Joseph H. Boghos
Mrs. Edward L. Bowles*
Mr. and Mrs. William L. Boyan
Mr. and Mrs. Thomas Brazil
William A. Brennan
Mr. and Mrs. John G. Briggs
John J. Brown
Zylpha B. Brown
Mr. and Mrs. H. Paul Buckingham
George D. Buckley
Joseph D. Buckley
The Reverend and Mrs. C. Frederick Buechner
Mr. and Mrs. J. Michael Buffington
Christopher E. Burns
Mr. and Mrs. Allan T. Buros
Mr. and Mrs. David G. Butterworth
Charles C. Cabot Jr.
Mr. and Mrs. Paul C. Cabot
Mr. and Mrs. Robert M. Calder
William J. Carakatsane
Martha M. Carpenter
Mr. and Mrs. David Casty
Mr. and Mrs. Eugene H. Clapp II
Mr. and Mrs. John P. Cleary
Dr. and Mrs. Stewart H. Clifford
Mr. and Mrs. Howard C. Cobin
Mary Ann P. Cofrin
Mr. and Mrs. Gerald D. Cohen
Mr. and Mrs. Herbert V. Cohen
Mr. and Mrs. Julian Cohen
Mr. and Mrs. Philip W. Cohen
Mr. and Mrs. Saul Z. Cohen
Mr. and Mrs. Stephen E. Coit
William P. Collatos and Linda C. Wisnewski
Mr. and Mrs. Marvin Collier
Mr. and Mrs. Dana Buxton Collings
Marilyn J. Comb
Marianne Comeau
Mrs. A. Werk Cook
Mr. and Mrs. John L. Cooper
Mr. and Mrs. William A. Copeland
Mr. and Mrs. John M. Corcoran
Mr. and Mrs. Alvan R. Corkin
Mr. and Mrs. Steven D. Corkin
Mrs. Francis X. Crowley
Mr. and Mrs. John R. Crowley
Timothy A. Cunningham
Mrs. John Cutler
Mr. and Mrs. Philip Cutler
Mr. and Mrs. Lee S. Daniels

Mrs. Morris Darling
Mr. and Mrs. Nelson J. Darling Jr.
Mr. and Mrs. Frederick J. DeAngelis
Fern T. Denney
Mrs. Franklin Dexter
Mr. and Mrs. Joseph Dixon
Clover Drinkwater
John P. Driscoll Jr.
Mr. and Mrs. Edward M. Duggan
Robert L. Dussault
Anne E. Dyson, M.D.
Mrs. Harold E. Edgerton
Mr. and Mrs. John J. Egan
Mr. and Mrs. Robert J. Eisenberg
Kathryn L. Eklund
Mr. and Mrs. Harry Ellenzweig
Mr. and Mrs. Nathan S. Emery
Mr. and Mrs. C. Herbert Emilson
Mr. and Mrs. Frederick L. Ensley
Rose C. Eppard
Thomas J. Fahey
Mrs. Max Feldberg
Dr. and Mrs. Sidney M. Feldman
Fred Feldmesser
Conway Felton
Mr. and Mrs. Michael R. Ferguson
Dr. and Mrs. Norton Fishman
Mr. and Mrs. Jonathan W. Fitch
Mr. and Mrs. E. B. Fleischaker
Mr. and Mrs. Lawrence Fletcher
Mr. and Mrs. Frederick P. Floyd
F. Murray Forbes Jr.
Frank H. Foster
Dr. and Mrs. Henry L. Foster
Charles E. Foy
Mr. and Mrs. Daniel Richard Frank
Mr. and Mrs. Bruce H. Freedman
Dr. and Mrs. Henry H. Freedman
Mr. and Mrs. Robert L. V. French
Mrs. F. Stuart Friend
Philip and Bernice Frieze
Mrs. Thomas B. Frost
Mr. and Mrs. Robert G. Fuller
Alfred J. Gallucci
Mr. and Mrs. R. Hartwell Gardner
Mr. and Mrs. Steven M. Garfinkle
Mr. and Mrs. Paul A. Gargano
Mr. and Mrs. Byron G. Gayman
Mrs. Howard F. Gillette
Betsy C. Gillin
Robert B. Gimbel

Mr. and Mrs. Thomas S. T. Gimbel
Mr. and Mrs. Francis H. Gleason
Gertrude M. Goff
Constance Katz Golber
David P. Gooding
Mr. and Mrs. John W. Goodrich
Robert G. Gordon
Nelson Gore
Laura B. Gowen
Stafford R. Grady Jr., M.D.
James and Merle Grandberg
Joseph T. Grause Jr.
Mr. and Mrs. Milton B. Gray
Edward Greenfield
Mr. and Mrs. W. D. Greenlaw
Mr. and Mrs. Stephen J. Griffin
Mr.* and Mrs. Harold K. Gross
Lila Gross
Mr. and Mrs. Steven Grossman
Hans A. Habich, M.D.
Mr. and Mrs. William W. Hallenbeck
Mr. and Mrs. Lee H. Hallowell
Dolly D. Hansen, M.D.
Michael A. Harris
Mr. and Mrs. Francis W. Hatch Jr.
Mr. and Mrs. William J. Hayes
Mr. and Mrs. Kevin L. Hensley
Robert M. Herron
Mr. and Mrs. Gordon B. Hoffstein
Mrs. Daniel E. Hogan Jr.
Grace L. Holland
Charles and Judy Hood
Mrs. Harvey P. Hood
Louise P. Hook
Gertrude Hooper
Mr. and Mrs. Michael J. Horvitz
Stella K. Hsu
Paul W. Hugenberger, M.D.
Mr. and Mrs. R. Blake Ireland Jr.
Mr. and Mrs. Richard N. Ishkanian
Ilene and Richard Jacobs
Mr. and Mrs. Robert L. Jaffe
Mr. and Mrs. George Jamieson
Mrs. Charles A. Janeway
Evelyn M. Jenks
Dr. and Mrs. David Johnson
Mr. and Mrs. Paul F. Johnson
Mr. and Mrs. Richard E. Johnson
Elizabeth H. Jones
Mrs. Gordon B. Jones
Nancy Stranahan Jones
Mrs. Gerald R. Jordan Jr.
Mrs. Albert S. Kahn
Mr. and Mrs. Nicolas A. Kanaris
Mr. and Mrs. Albert J. Kaneb
Mr. and Mrs. Dennis Kanin
Mr. and Mrs. Todd N. Kanter
Mr. and Mrs. David M. Kaplan
Jeremy A. Kapstein
Mr. and Mrs. Stephen R. Karp and Douglass and Jana
Mr. and Mrs. Abraham A. Katz
Mr. and Mrs. George H. Kidder

Mrs. John C. Kiley Jr.
Mrs. Edward D. King
Donald L. Knauber
Mr. and Mrs. Brian J. Knez
Mr. and Mrs. David M. Knott
Mr. and Mrs. Alfred J. Kobacker
Arthur J. Kobacker
Mr. and Mrs. Gregory S. Kolligian
Mr. and Mrs. Mark A. Koretz
Mr. and Mrs. Richard L. Korn
Dr. and Mrs. David I. Kosowsky
Mr. and Mrs. Robert K. Kraft
Mr. and Mrs. Werner H. Kramarsky
Douglas and Judith Krupp
Dr. and Mrs. George H. Labovitz
Larry Langsam
The Honorable John P. LaWare
Mr. and Mrs. Thomas H. Lee
Heidi Lehner
Mr. and Mrs. William F. Leisman III
Mr. and Mrs. David R. Lenahan
Lois A. Lenehan
Miguel E. Lessing
Raymond A. Lewis
Mrs. Frank Licht
Rolliston W. Linscott Jr.
Stanley E. Litchman
Mr. and Mrs. Alan D. Loeser
Jamie Logan and Edward F. Haber
Cesare T. Lombroso, M.D.
Mr. and Mrs. Costas Los
Mrs. Frederick H. Lovejoy
Dr. and Mrs. Frederick H. Lovejoy Jr.
Anne R. Lovett and Stephen G. Woodsum
Mr. and Mrs. G. Prescott Low
Mr. and Mrs. Robert B. Luick
Maryann Luongo
Mr. and Mrs. Christopher W. Lynch
Mrs. Douglas A. MacCallum
Lachlan MacLean
Mrs. William Q. MacLean Jr.
Robert W. B. MacPherson
John D. MacVarish
Mr. and Mrs. Carl J. Madonna
Anne Malone
Deborah Bent Martin
Mr. and Mrs. Gerard M. Martin
Florence Baker Martineau
Claire F. McCarthy
William F. McDermott Jr.
Mr. and Mrs. Scott McGrath
Mr. and Mrs. Clement L. McIver
Patricia B. McLeod
Jason McManus
Joseph C. McNay
Mr. and Mrs. Arthur H. Meehan Jr.
Elizabeth Ernst Meyer
Mr. and Mrs. Maurice Miller
Mr. and Mrs. Adolf F. Monosson
Rosalis Montgomery
E. James Morton
Mr. and Mrs. William B. Moses Jr.
Martha Mugar
Mr. and Mrs. Maurice J. Murphy Jr.
Mr. and Mrs. David W. Murray
Margaret Murray
Frederick M. Myers
Brenda V. Nelson
Mrs. Edward B. D. Neuhauser
Steven M. Nevins
Mr. and Mrs. Thomas Newbold

Mr. and Mrs. John W. Newton
Pauline M. Nickerson
Mr. and Mrs. Alec W. Niconchuk
David M. Niconchuk
Patricia Niconchuk
Edith E. T. Noyes
Mr. and Mrs. Leo Nunnari
Mrs. Thomas D. O'Brien
Mr. and Mrs. Robert J. Olshaw Jr.
Mr. and Mrs. Abe Orlick
Stephen Paine
Julie Strang, D.C., and Kevin Pallis, D.C.
Mr. and Mrs. James J. Pallotta
Mr. and Mrs. Christopher Pantaleoni
Dr. and Mrs. Julian L. Pearlman
Ruth B. Pearson
Sheila Lloyd Pellegrini
Mrs. Irving Perlmutter
Rudolph F. Pierce
Mr. and Mrs. Ervin Pietz
Mrs. Paul Pigors
Mr. and Mrs. Charles W. Pingree
Mr. and Mrs. Stephen C. Plumeri
Mr. and Mrs. Howard Posin
Mr. and Mrs. Joseph W. Potter Jr.
Helene V. Prall
Mattina R. Proctor
Attorney and Mrs. M. Robert Queler
Mr. and Mrs. Norman S. Rabb
Mr. and Mrs. Edward S. Redstone
Mr. and Mrs. Joseph H. Reich
Louise J. Reilly
Mr. and Mrs. Andrew A. Rempis
Helen L. Ripley
Mr. and Mrs. Lee W. Robbins Jr.
David Rockefeller Jr.
Joseph Roemer
Axel E. Rosenblad
Dr. and Mrs. Robert K. Rosenthal
Mr. and Mrs. Paul R. Rossley
William C. Rousseau
Mr. and Mrs. Gary K. Rubin
David E. Salk
Corey J. Salka and Lisa H. Orlick-Salka
Susan Saltonstall
Mr. and Mrs. Albert J. Sandler
Mr. and Mrs. Julius Sandler
Mr. and Mrs. Carl E. Sassano II
Mr. and Mrs.* Roger A. Saunders
Emily Schabacker
Mrs. Richard K. Schroeder
Richard D. Scott, M.D., and Mary D. Scott, M.D.
Debra J. Segal
Mary Elizabeth Seitz
Mr. and Mrs. Enrique Senior
Mr. and Mrs. Robert A. Shafto
Steven K. Shama, M.D.
Mr. and Mrs. Josiah Shamroth
George Shapiro
Mr. and Mrs. Sherman Shatz
Jane E. Shepard
Mrs. George Sherman
Mr. and Mrs. George L. Shinn
Mr. and Mrs. Jonathan Sieber
Mr. and Mrs. Nelson M. Silk Jr.
Mr. and Mrs. John Simourian
Mr. and Mrs. Richard A. Smith and Family
Dr. and Mrs. Robert M. Smith
Mr. and Mrs. Sandford D. Smith
Mr. and Mrs. Eliot I. Snider
Helen B. Spaulding
Mr. and Mrs. Kent Spellman
Mr. and Mrs. Louis Spero
Mr. and Mrs. John K. Spring
Mrs. Robert Starr
Mr. and Mrs. Daniel Steiner
Campbell Steward
Mrs. Gilbert L. Steward
Anne B. Stone
Mr. and Mrs. James Stoneman
Mr. and Mrs. Paul S. Stuka
Mr. and Mrs. David E. Stulin
Mr. and Mrs. Richard N. Sullivan
Robert S. Swanson III
Mrs. Lawrence A. Sykes
Mr. and Mrs. Barry A. Sylvetsky
Mr. and Mrs. Joseph S. Taranto
Chester L. Tennyson Jr., Esq.
Mr. and Mrs. Thomas E. Tierney
Edna V. Tillman
Mr. and Mrs. Barry S. Turkanis
Mrs. Harold Ullian
Mrs. George C. Underwood
Richard VanPraagh, M.D., and Stella VanPraagh, M.D.
Mr. and Mrs. Edward F. Vena
Philip Wachs
Mr. and Mrs. Gerald Wall
Mrs. Jacob Wallace
Mr. and Mrs. James H. Walsh III
Mr. and Mrs. Edward M. M. Warburg
Mrs. Kenneth W. Warren
Ilene K. Weinberg
Mr. and Mrs. David S. Weiner
Leonard R. Weiner, M.D.
Charles M. Werly
Mr. and Mrs. Henry Wheeler
Mr. and Mrs. Wayne K. Whippen
Mr. and Mrs. Thomas J. White
Dorothy Wilson, M.D.
Mrs. John J. Wilson
Dr. and Mrs. Larry J. Wilson
Katherine Winthrop
Matthew B. Winthrop
Dorothy V. Witte
Maryellen E. Wood
Patrick J. Woods
Mrs. Douwe Yntema
Mr. and Mrs. Alan Zaff

**Deceased*

Corporations

The Acushnet Foundation
Advanced Development Corporation
Air General, Inc.
Air Purator Corporation
Alta Group Newspapers, Inc.
Amgen Inc.
Anonymous (2)
Ashmont Discount Stores
Atlantic Plywood Corporation
AT&T Foundation
Avery Dennison Corporation
Bank of Boston
Barker Steel Company, Inc.
BayBanks, Inc.
Belmont Hill School, Inc.
B & E Tool Company, Inc.
Borden Packaging
Boston Celtics Limited Partnership
The Boston Company, Inc.
Boston Safe Deposit and Trust Company
Boston Projects, Inc.
Boyle Associates, Inc.
Boyle & Chase, Inc.
Bronner Slosberg Humphrey
Caldor, Inc.
Cambridge Electric Light Co.
Center for Blood Research Laboratories, Inc.
Cliflex Bellows Corporation
The Coastal Corporation
Colonial Realty Associates
Compugraphic Corporation
Coopers & Lybrand
Crescent Yacht Club, Inc.
Crusader Paper Company, Inc.
CSI Resource Systems, Inc.
CVS
J.D. Daddario Co., Inc.
Digital Equipment Corporation
Dynatech Corporation
Eastern Enterprises
Eastern Refractories Co., Inc.
Erie Scientific Co.
Ernst & Young
FAO Schwarz
Filene's
The First Years, Inc.
A Division of Kiddie Products, Inc.
FTP Software, Inc.
General Cinema Corporation and The Neiman-Marcus Group, Inc.
Gewerbekasse in Bern
The Gillette Company
Grace Foundation, Inc.
Gray Gray & Gray
C. Greene Construction Co., Inc.
Grinnell Corporation
Harris Publications, Inc.
Harron Cablevision of Massachusetts
joan and david helpern incorporated
Horse N' Carriage
Houghton Mifflin Company
ICN Pharmaceuticals, Inc.
Institute of Store Planners
International Business Machines
John Hancock Mutual Life Insurance Company
Johnson & Johnson Consumer Products, Inc.

The R. W. Johnson Pharmaceutical Research Institute
Kendall Healthcare Products Company
KPMG Peat Marwick
Leigh Fibers, Inc.
Liberty Mutual Insurance Group/Boston
Little, Brown and Company
MacGray Company, Inc.
Francis H. Maroney, Inc.
Marshall's, Inc.
Massachusetts Cablevision
Massachusetts Financial Services Company
Mass. Electric Construction Company
Mass. Professional Placement Consultants, Inc.
Maurice the Pants Man, Inc.
Methods Machine Tools, Inc.
Middlesex Research Mfg. Co., Inc.
Miles Pharmaceuticals Inc.
The Millipore Foundation
Monsanto Fund
Moynihan Lumber of Beverly, Inc.
New Balance Athletic Shoe, Inc.
New England Development
Newman's Own, Inc.
Nike
Palmer Manufacturing Company, Inc.
Parker Hannifin Corporation
The Perkin-Elmer Corporation
Perry Packaging Corp.
Polaroid Foundation
Powder House Pub, Inc.
K.J. Quinn & Company, Inc.
Rainin Instrument Company, Inc.
Rockland Trust Company
Ropes & Gray
Saba Brothers, Inc.
The Salomon Foundation Inc
Sandoz Pharmaceuticals Corporation
Shawmut Banks
Shell Oil Company Foundation
Slade Gorton & Co., Inc.
The Smith Print, Inc.
Softech
E. R. Squibb & Sons Inc
Standex International Corp.
Stop & Shop Foundation
Robert W. Sullivan Inc.
The TJX Companies, Inc.
The Turner Construction Company Foundation
USF&G Corporation
Warner-Lambert Company

Foundations, Funds, and Trusts

The Lassor & Fanny Agoos Charity Fund
Allen Brothers Foundation
The Anthony Advocate Foundation
Elisha V. Ashton Trust
F. Walton Bailey Charitable Trust
Mabelle G. Balkam Trust
Better Homes Foundation
Boston Children's Heart Foundation
The Boston Foundation
E. C. Bradley Charitable Remainder Unitrust
Robert B. Brigham Trust
Abby R. Brown Trust
Alice E.E. Buff Trust
Carlisle Services, Inc.
James F. Casey Fund
Evelyn and Herbert Chernis Foundation, Inc.
Children's Hospital Cardiovascular Surgical Foundation
Children's Hospital Surgical Foundation
Children's Hospital Main Lobby Pool Fund
Children's Hospital One for All Fund
Children's Orthopaedic Surgery Foundation
CHMC Anesthesia Foundation
CHMC Otolaryngologic Foundation, Inc.
Clipper Ship Foundation, Inc.
Combined Jewish Philanthropies of Greater Boston
Jessie B. Cox Charitable Trust
The Charles M. Cox Trust
Lotta M. Crabtree Trusts
Ethel B. Crocker Trust
The Hazel Dell Foundation
Dodge Jones Foundation
Charles J. Draper Trust
The Dyson Foundation
James W. Dunphy Trust
Eastern Charitable Foundation
Eaton Foundation
Stanley H. & Theodora L. Feldberg Foundation
The Fondren Foundation
Orville W. Forte Charitable Foundation
The Joseph C. & Esther Foster Foundation
Alta W. Foster Trust
Foster/Whitehouse Charitable Trust
Foundation for Faces of Children
Freund Foundation
G. Peabody & Rose Gardner Charitable Trust
George P. Gardner Jr. Charitable Lead Trust II
Bernard F. and Alva B. Gimbel Foundation, Inc.
Frank B. Gordon Foundation
The Nehemias Gorin Foundation
Eugenia Conti Haratsis Charity Fund
The Hellenic Cardiac Fund for Children
Hermit Hill Charitable Lead Trust
Conrad N. Hilton Foundation
Michael R. Hilton Memorial Fund

Charles H. Hood Foundation
The Hopedale Foundation
Henry Hornblower Fund, Inc.
Mabel A. Horne Trust
Bank of Boston, Trustee
Franklin & Mable Hoyt Trust
Margaret M. Hurley Trust
Jewish Communal Fund of New York
John Hancock Charitable Trust
Joanne and Ira Kirshbaum Family Foundation
Joseph B. Kirshbaum Family Foundation
Clive W. Lacy and Mona M. Lacy Charitable Trust
Alfred V. Lincoln Charitable Trust
Fred & Sarah Lipsky Foundation
A.L. Mailman Family Foundation, Inc.
Lucille P. Markey Charitable Trust
Helen and Leo Mayer Charitable Trust
McCarthy Charitable Foundation
The Phyllis McGillicuddy Charitable Trust
George P. McNear Jr. Foundation
Alfred L. & Annette S. Morse Foundation
Deborah Munroe Noonan Memorial Fund
The Peabody Foundation, Inc.
Amelia Peabody Charitable Fund
Amelia Peabody Foundation
Charles H. Pearson Trust
Perlmutter Family Charitable Foundation
Joseph Persky Foundation
Harry M. Pethybridge Trust
G. Gorham Peters Trust
Charles and Cornelia Pfaff Fund
The Picotte Family Foundation
Olive Higgins Prouty Foundation
Sidney R. & Esther V. Rabb Charitable Foundation
Sidney R. Rabb Charitable Trust
Kitty Parsons Recchia Trust
Joseph H. & Carol F. Reich Philanthropic Fund
Rochelle E. Rose Cardiac Research Fund
The Edward and Bertha C. Rose Charitable Trust
The Samuel Rosenthal Foundation
Thomas Morgan Rotch Memorial Fund
Rowland Foundation, Inc.
Lawrence J. and Anne Cable Rubenstein Charitable Foundation
Richard Saltonstall Charitable Foundation
Sawyer Charitable Foundation
The Schiff Foundation
William E. Schrafft and Bertha E. Schrafft Charitable Trust
Schulman Foundation
Carl & Ruth Shapiro Foundation
The Lucinda Ellen Shaw Trust
William L. Shearer Trust
Sholley Foundation, Inc.
Harold T. N. Smith Memorial Foundation
Spaulding Foundation
Springfield Jewish Federation, Inc.
Stranahan Foundation
The Stratford Foundation
The Sidney A. Swensrud Foundation
Charlotte T. Thomas Trust
U S West Foundation
Judith & David Wachs Family Foundation, Inc.
The Frederick E. Weber Charities Corp.
Benjamin F. C. Whitehouse Trust
William B. Wilkes Trust
William Zakon & Sons Charity Fund

Estates

Many friends of the hospital choose to remember Children's through their wills. During fiscal year 1991, generous gifts have been received from the estates of the following people.

Gertrude S. Baker
Charles Bancroft
Harriet Benson
Eleanore Benton
Claire L. Bissonnette
Emily Bullock
Earl L. Cragin
Sadie K. Dennison
Philip S. Flynn
Mary J. Foley
Faustine Gibson
Dorothy Elizabeth Green
Rose Holmes
Martha Hosmer
Helen Steel Jones
Edward G. Kennedy

Gladys S. Lund
Robert K. McCarthy
Abigail F. McCoy
Jennie M. Murphy
John F. O'Rourke
Esther H. Read
Charles A. Rheault
Frances A. Scott
Evelyn Sessler
Louis C. Siiger
Anne Ayer Steward
Aram H. Terjenian
Gertrude E. Thompson
A. Maria Waite
Katherine D. Walker
Henriette McIvor Winant

Associations and Groups

Order of Ahepa
E. Amanti & Sons Inc. Employees
Annie's Open Golf Tournament
Athenian Piraean Association of N.E.
Bantam, Doubleday, Dell Staff
Banyan Systems Inc. Employees
Michael Joseph Bellevue Memorial Golf Tournament
Bethesda Lodge, No. 30, IOOF
Boston Church of Christ
Boston Curtain & Drapery Club, Inc.
Braintree D.A.V. 29, Inc.
Cambridge Electric Light Co. Employees
Chelmsford Women of Today, Inc.
Children's Hospital Charity Golf Tournament
The Children's Hospital League
Combined Federal Campaign
Commissioners Charitable Golf Tournament
Coley Conroy Memorial Golf Tournament
Dutch Kitchen, Inc. Customers
Greenfield Lodge of Elks #1296
The Epsilon Omicron Kappa
Executive Women International
Alex Kevin Girard Fund
Greek American Political Club
Greek Ladies Philoptochos Society
Hellenic Women's Benevolent Association
Friends of Anne Holden
Housewares Club of New England, Inc.
Improved Order of Redmen and Degree of Pocahontas
In the Best Interests of the Children
Joint Program in Neonatology
Amy Lea Jolly Memorial Fund
Friends & Family of Randy LeBlanc
Lend A Hand Society
Lynn GE Employees Good Neighbor Fund
Medicus Intercon International Staff
Metropolitan Police
MGIC Golf for Children's Hospital
Monhegan Sail, Inc.
Morton International Inc. Employees & Customers
New England Association of Sales Finance Companies, Inc.
New England Patriots Women's Association
North Shore Hellenic Women's Guild
Friends of Kiley Glenn Pallis
Plymouth Salon 227 8/40
Friends of Efthimios Razis
Rockland Police Department
Sfuzzi, Inc. Employees
South Shore Corvette Club
St. Catherines Philoptochos Society
Union Congregational Church
United Order True Sisters, Inc., NOEMI, No. 11
WBZ-Children's Hospital Fund
Wood-Gundy Corp. Employees

Children's Hospital League

1991 Officers and Executive Committee

Susan Meyer, president
Laura Wernick, vice president for Education
Kay Bernon, vice president for Fund Raising
Lois Doyle, vice president for Membership
Gloria Cohen, treasurer
Susan Karelitz, secretary
Carolyn Connors, Donations chairman
Barbara Miller, Hospitality chairman
Kay Bernon, Marion Green, Nancy Serafini, Festival chairmen

Volunteer Service

The volunteers listed below completed 10 or more years of service in 1991.

Frances Baker, 11 years
Rev. Joseph Bassett, 18 years
Robert Begin, 14 years
Paul Casey, 10 years
Libby Casty, 17 years
Louis Cherson, 11 years
Marian Clark, 26 years
Gaspar DeJesus, 10 years
Edna Mae Foreman, 14 years
Edith Franklin, 13 years
Anne Gamble, 11 years
Nancy George, 15 years
Helen Ginsberg, 34 years
Marilyn Goldberg, 14 years
Robert Groden, 26 years
Charles Lloyd, 17 years
Dick O'Shea, 11 years
Bess Pappas, 16 years
Chris Pappas, 11 years
Mae Rosenberg, 30 years
Ruth Savel, 37 years
Mary Scott, 10 years
Sandy Selesky, 19 years
Lillian Shulman, 34 years
M. Greely Summers, 14 years
Sandy White, 11 years

1991 Corporate Officers

The Honorable John P. LaWare, chairman
George H. Kidder, vice chairman
William L. Boyan, vice chairman
William W. Bain Jr., treasurer
David S. Weiner, president
Marjorie G. O'Kane, secretary
Antoinette J. Valenza, assistant treasurer

1991 Board of Trustees

William W. Bain Jr.
William L. Boyan
Aldo R. Castaneda, M.D., Ph.D.
Charles K. Gifford
Deborah C. Jackson
Stephen R. Karp
George H. Kidder
George H. Labovitz, Ph.D.
The Honorable John P. LaWare
David G. Nathan, M.D.
Rudolph F. Pierce
Helen B. Spaulding
Judge Joseph L. Tauro
James H. Walsh III
David S. Weiner

Chairmen Emeritus

David I. Kosowsky, Sc.D.
William W. Wolbach

Honorary Trustee

David Mittell

Honorary Life Overseers

Charles F. Adams
Mrs. Charles F. Batchelder
F. Gorham Brigham Jr.
Francis H. Brooks
John G. Brooks
Mrs. A. Werk Cook
John L. Cooper
Leonard W. Cronkhite Jr., M.D.
Mrs. Albert V. Danielson
F. Murray Forbes Jr.
Mrs. Robert G. Fuller
George P. Gardner Jr.
Mrs. Lee Day Gillespie
Mrs. Howard F. Gillette
Francis H. Gleason
John W. Goodrich
Robert G. Gordon
Roland Gray Jr.
Leslyn A. Hayden-Thorne

Joseph C. McNay
Mrs. Douglas Mercer
Alexander S. Nadas, M.D.
Mrs. Roger A. Perry
Mrs. Richard F. Piper
Richard Prouty
Norman S. Rabb
Ephraim Radner
Mrs. George Sherman
Stanley Shmishkiss
John K. Spring
Anne B. Stone
Humphrey H. Swift
Mrs. Jacob Wallace
Mrs. Kenneth W. Warren
Loren C. White Sr.
Howard S. Whiteside
Mrs. David Wilder
Mrs. Raymond Wing

Board of Overseers

Mrs. Carlton M. Akins
Mrs. Alvin B. Allen
Mrs. T. Dennie Boardman
William L. Boyle Jr., Ed.D.
William L. Brown
Charles C. Cabot Jr.
Mrs. David Casty
Gerald D. Cohen
William P. Collatos
Theodore L. Craft
James H. Crissman
Dawn-Marie Driscoll
John P. Driscoll Jr.
Anne E. Dyson, M.D.
The Hon. Kevin W. Fitzgerald
Thomas B. Flatley
Joanne S. Forkner
Eugene M. Freedman
George N. Friedlander
Andrea W. Gargiulo
James F. Gerrity III
Stanley P. Goldstein
Douglas E. Hart
A.B. Hartman
Charles H. Hood
John Irwin
Mrs. Robert M. Jaffe
George Jamieson
Edward C. Johnson III
David M. Kaplan
Jill E. Karp
Joan Bennett Kennedy
Douglas A. King
Brian J. Knez
Mrs. Robert K. Kraft
Marty Wyngaarden Kraus
Mrs. Norman B. Leventhal
Mrs. Stephen Little
David Maynard
James S. McDonald
Donald R. Meltzer
Susan Meyer
Alan S. Miller
J. David Moran
E. James Morton
Martha S. Mugar
John A. Nadas
Mrs. Arthur H. Nelson
Peter C. Nordblom
Joseph W. O'Connor
Bess Pappas
Julian L. Pearlman, M.D.
Mrs. Roger A. Perry Jr.
Kevin C. Phelan
George W. Phillips
Joseph W. Potter Jr.
Nancy U. Potter
William W. Powell
Roger A. Saunders
Roger D. Scoville
Robert A. Shafto
George Shapiro
Michele Simourian
A. Tozzer Spalding
John A. Spinola
John F. Taplin
Thomas E. Tierney
Charlotte Vena
Edward F. Vena
Thomas R.B. Wardell
Linda Wisnewski
Robert Lee Wolff Jr.

Executive Management Group

David S. Weiner, president

George L. Adler, Ph.D., vice president for Information Services

Miles Coverdale, vice president and chief financial officer

Michael F. Epstein, M.D., vice president for Medical Affairs

Rudman J. Ham, vice president for Operations

Anne M. Lang, vice president for Human Resources

Anne Malone, vice president for Development and Public Affairs

Stuart J. Novick, vice president and general counsel

Marjorie G. O'Kane, assistant to the president

Eileen M. Sporing, M.S.N., R.N., vice president for Nursing

Carol Weinrib, vice president for Children's Medical Center

Departments, Divisions, and Programs

Department of Anesthesia

Mark A. Rockoff, M.D.
acting anesthesiologist-in-chief

Department of Cardiology

Bernardo Nadal-Ginard, M.D., Ph.D.
cardiologist-in-chief

Department of Cardiovascular Surgery

Aldo R. Castaneda, M.D., Ph.D.
surgeon-in-chief and cardiovascular surgeon-in-chief

Department of Dentistry

Stephen Shusterman, D.M.D.
dentist-in-chief

Howard L. Needleman, D.M.D.
associate dentist-in-chief

Department of Medicine

David G. Nathan, M.D.
physician-in-chief

Frederick H. Lovejoy Jr., M.D.
associate physician-in-chief

Division of Adolescent/Young Adult Medicine
Robert P. Masland Jr., M.D.
chief

Division of Emergency Medicine
Gary R. Fleisher, M.D.
chief

Grace L. Caputo, M.D.
associate chief

Division of Endocrinology
Joseph A. Majzoub, M.D.
chief

Division of Gastroenterology and Nutrition
W. Allen Walker, M.D.
chief

Clinical Gastroenterology and Nutrition
Alan M. Leichtner, M.D.
director

Division of General Pediatrics
Judith S. Palfrey, M.D.
chief

William G. Bithoney, M.D.
associate chief

Leonard A. Rappaport, M.D.
associate chief

Child Development Unit
Edward Z. Tronick, Ph.D.
director

Clinical Pediatrics Program
John Cloherty, M.D.
director

Community and Support Services
William E. Kiernen, Ph.D.
director

Comprehensive Child Health Program
William G. Bithoney, M.D.
director

Developmental Evaluation Center
Allen C. Crocker, M.D.
director

Family Development Program
Eli H. Newberger, M.D.
director

Martha Eliot Health Center
Ronald B. White, M.D., M.Div.
medical director

Medical Diagnostic Programs
Leonard A. Rappaport, M.D.
director

Pediatric Group Associates
Lewis R. First, M.D.
director

Pharmacology-Toxicology Program
Alan D. Woolf, M.D.
director

Services to Handicapped Children
William Berenberg, M.D.
director

Division of Genetics
Louis M. Kunkel, Ph.D.
chief

Clinical Genetics
Bruce R. Korf, M.D., Ph.D.
director

Division of Hematology/ Oncology
Samuel E. Lux IV, M.D.
chief

Division of Immunology
Raif S. Geha, M.D.
chief

Stephen H. Polmar, M.D., Ph.D.
associate chief

Allergy
Lynda C. Schneider, M.D.
director

Dermatology
Stephen E. Gellis, M.D.
director

Clinical Immunology
Fred S. Rosen, M.D.
director

Rheumatology
Susan Hoch, M.D.
director

Division of Infectious Diseases
Kenneth McIntosh, M.D.
chief

Division of Nephrology
William E. Harmon, M.D.
chief

Division of Newborn Medicine
Merton Bernfield, M.D.
chief

Division of Pulmonary Medicine
Mary Ellen B. Wohl, M.D.
chief

Cystic Fibrosis Research Laboratories
Jeffrey M. Drazen, M.D.
director

Inpatient Services
Frederick H. Lovejoy Jr., M.D.
chief

Blackfan Service (school-aged children)
Gregory Young, M.D.
chief

Bone Marrow Transplantation Service
Howard J. Weinstein, M.D.
chief

Clinical Research Center Service
Norman D. Rosenblum, M.D.
chief

Janeway Service (adolescents)
Donald A. Goldmann, M.D.
chief

Medical Intensive Care Service
James C. Fackler, M.D.
chief

Neonatal Intensive Care Service
Ann Stark, M.D.
chief

Oncology Service
Holcombe E. Grier, M.D.
chief

Rotch Service (infants and toddlers)
Edward J. O'Rourke, M.D.
chief

Department of Neurology

Joseph J. Volpe, M.D.
chief

Department of Neurosurgery

Peter McL. Black, M.D., Ph.D.
neurosurgeon-in-chief

R. Michael Scott, M.D.
clinical director

Department of Ophthalmology

Richard M. Robb, M.D.
chief

Department of Orthopaedic Surgery

John E. Hall, M.D.
chief

James R. Kasser, M.D.
associate chief

Division of Sports Medicine
Lyle J. Micheli, M.D.
director

Department of Otolaryngology and Communication Disorders

Gerald B. Healy, M.D.
otolaryngologist-in-chief

Trevor J.I. McGill, M.D.
associate otolaryngologist-in-chief

Communication Enhancement Center
Howard C. Shane, Ph.D.
director

Department of Pathology

Ramzi S. Cotran, M.D.
pathologist-in-chief

Department of Psychiatry

Stanley Walzer, M.D.
psychiatrist-in-chief

Division of Psychology
Gerald P. Koocher, Ph.D.
chief

Department of Radiation Therapy

C. Norman Coleman, M.D.
chief, Joint Center for Radiation Therapy

Nancy J. Tarbell, M.D.
division chief of Radiation Therapy

Department of Radiology

John A. Kirkpatrick Jr., M.D.
radiologist-in-chief

Robert L. Lebowitz, M.D.
associate radiologist-in-chief

Division of Nuclear Medicine
S. Ted Treves, M.D.
chief

Department of Surgery

W. Hardy Hendren III, M.D.
chief

Division of Gynecology
Marian Craighill, M.D., M.P.H.
chief

Division of Plastic Surgery
Elof Eriksson, M.D., Ph.D.
chief

Division of Urology
Alan B. Retik, M.D.
chief

Determination and resolve recently won Tim Gallagher, 13, of Belmont, Mass., a place on the Boston Junior Bruins ice hockey team. The fire that drives Tim on the ice also pulled him through a heart transplant he received at Children's in 1988.

Tim became critically ill during the spring of that year and was diagnosed by Children's doctors with cardiomyopathy, a progressive weakening of the heart muscle. He was immediately placed on the New E[ngland] list. Day after day, he and his family waited for wo[rd] available. The call came in July, and Tim underwe[nt] procedure.

Back in the Cardiac Intensive Care Unit, Tim ga[zed] mother just a few hours after the surgery. And as l[ife] followed the surgery, he set himself a goal of some[day] Junior Bruins. One month later, Tim went home a[nd] regaining his strength, speed, and stamina. Soon t[he] squirt-division teammates in a youth ice hockey pr[ogram]

Tim drew upon his fighting spirit once again wh[en] heart in January 1989. He was hospitalized for lon[ger] July — the first anniversary of his heart transplant[,] compete in tennis, sprinting, and long jump in the[ir] Recently, Tim scored what he views as the ultimat[e] with only 15 other boys from Greater Boston, to re[present] Bruins in the International Pee Wee Hockey Tourn[ament]

Every day, Children's supports and empowers yo[ung] to overcome devastating diseases and injuries. Please consider making a contri-bution to Children's this year. Your gift will help thousands of children like Tim achieve their own special victories.

Children's Hospital

Your kind support will bring help, hope, and encouragement to the many youngsters who depend on Children's Hospital for the chance to live a healthy life.

Thank you for supporting the hospital as generously as you can.

3

NONPROFIT ORG.
U.S. POSTAGE
PAID
BOSTON, MASS.
PERMIT NO. 9

Children's Hospital
300 Longwood Avenue
Boston, MA 02115